

# Cracking the Synergy Source Code

*Finding Meaning & Purpose in Your Life*

*What We Didn't Learn in School –But Should Have!*

Volume SIX

## Destiny's Dream

*Lifting Ourselves to a New World  
that Works*

Wisdom has four main dimensions:

The first is deep insight that transcends knowledge, like a sixth sense that sees beyond the surface and is unattached to biases, a yearning to know more.

The second is to have a heart -- compassion and empathy -- so as to be sensitive to other's pressures and pains and dreams and desires

Third is a design for action, an architecture that transforms ideas into concrete actions, never satisfied that the minimum is enough.

Last is to act with clarity, commitment, and courage, not just for one self, but for the greater good; with humbleness, engaging others in the Quest for Destiny's Dream.

This volume provides some new insights, principles, and tools for you to be better equipped to build a New World that Works.

*By Robert Porter Lynch*

# Destiny's Dream

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## *Preface*

The journey to find a pathway to a world the works has wound through many valleys and streams, to the edges of cliffs, and into caves, across the millennia, and into the realms of science, spirituality, psychology, economics, and strategy in the quest to find the source of synergy and to find a destiny worth living for.

While this dual quest will undoubtedly not end with this set of six volumes, hopefully I have laid sufficient foundation to help shift the world a better place than I found it.

While each of the preceding volumes was designed so that each might stand alone as a book in itself, this last volume is designed to tie together the themes and unite the vision to enable ideas to be molded into action.

This volume aims to bring together the higher-order elements explored in the prior volumes, as well as disassemble some of the falsehoods that block an understanding of truth, and then set forth a path to a “new world that works.”

Like all earlier volumes, the reader may very well conclude: “I knew it all along!” Many of the thoughts here are, perhaps self-evident, just buried under the obfuscations and complexities of so many layers of knowledge, and sidetracked by administrivia.

I don't pretend to have answered all the important questions in life, nor do I lay claim to the right answers. Hopefully these volumes will propel you to a more integrated life, a clarity of purpose, and a foundation for the next layer of questions that will take you on your own journey that far exceeds mine.

In colonial times, people ended their letters with a phrase I will use here:

Your humble servant,

Robert Porter Lynch

Naples, FL

July 4<sup>th</sup>, 2012

Updated Periodically

# *Lifting Ourselves to a New World that Works*

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## DEDICATION

This volume is dedicated to Champions of Causes.

Through the ages, is has never been the smartest person, nor the wealthiest, nor the most powerful person that moved their world to a higher level.

Instead, it was:

the visionary who was willing to  
commit their ideas and energies into actions,  
the inspired one who actually fed on adversity,  
willing to accept challenges prudence spurned,  
the team builder who knew the power of  
joining forces with others,  
the trustworthy one who could be counted on  
in the worst of circumstances,  
the one whose integrity could never be sold  
for his or her own personal interest.

To those who've dared mighty things with broken tools,  
overcoming personal wounds, and were never dissuaded  
by those who said it couldn't be done - you are the  
builders of a new world that works.

\*\*\*\*\*

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There are still typos, grammatical errors, and lapses in logic which  
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June 30, 2012

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## **CHOOSING FATE OR DESTINY?**

The eternal human yearning to transcend the chains of fate and actualize our most luminous destinies is indeed the essence of our most resonant myths and cherished wisdom. It is the call to the heroic buried in every heart.

At the core, we must remember: we are the authors of our own stories. Fate may deal us difficult hands, but we choose whether to fold or play those cards skillfully, with courage and imagination. Meaning is not some cosmic truth to uncover, but a garden we bring to bloom through the seeds of our convictions, toils and compassion.

Every hero's journey begins with an awakening - the audacity to envision a higher purpose than current circumstances would suggest possible. We must dare to dream of what elevates the dignity of the human spirit - in ourselves and others. What unique gifts and experiences can we bring to others that reduce suffering, spread joy, or advance understanding?

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Our destiny starts to take shape when we commit to goals greater than narrow self-interest. Destiny's Dream starts with service to others.

But dreaming alone changes nothing without the grit to persevere through inevitable setbacks. The meteoric path is a myth - real heroism is hewed from a thousand ordinary choices to keep faith and continue even when progress feels glacial. We must be willing to stumble and look foolish, relinquish the empty armor of ego, and sustain conviction amid the chaotic fray of living. Patience and humility are the unsung heroes of destiny.

We must also have the discernment to question whether the destinations we chase are truly our heart's deepest desires, or the unexamined expectations of others. Our soul is the compass of destiny. Ultimately, a life of real meaning must resonate with our inner sense of truth and larger kinship with humanity. We must be willing to diverge from well-trod roads and risk the unconventional path to unshackle the chains of fate anchored in dismal despair.

Above all, the secret to embracing destiny is to recognize the hidden redemption coiled in the belly of our apparent setbacks. Our greatest triumphs are often forged in the kiln of our most searing ordeals and the rubble of dreams that collapsed under their own weight. Breakdown clears the way for wiser breakthroughs. The ability to reframe obstacles as invaluable catalysts for growth is the alchemist's stone that transmutes lead to gold.

Ultimately, the surest path to ennobled destiny is to recognize the inherent dignity in each moment and encounter, however humble. When we bring the fullness of our presence, empathy and diligence to the flawed yet miraculous unfolding right before us, we are already standing on the hallowed ground of purpose.

As Voltaire wisely counseled, we must cultivate our own gardens. True meaning is not some far-off-summit, but the vista that opens when we embrace the climb itself as sacred ground.

Robert Porter Lynch

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*Dream Lofty Dreams ....*

*and as you Dream, so you shall Become.*

*The Vision Glorified in your Mind,  
is the Promise of what you shall one day Be;*

*The Ideal Enthroned in your Heart,  
is the Prophecy of what you shall at last Unveil.*

*The Greatest Achievement was at first  
and for a time a Dream:*

*the oak sleeps in the acorn;*

*the bird waits in the egg;*

*In the Highest Vision of the Soul a waking angel stirs.*

*Dreams are the Seedlings of Realities.*

*Cherish your Visions; Cherish your Ideals;*

*Cherish the Vision that stirs in your Heart,*

*The Beauty that forms in your Mind,*

*The Loveliness that drapes your Purest Thoughts,*

*For out of them will grow Delightful Conditions,*

*All Heavenly Environment;*

*Of these, if you but Remain True to them ....*

**YOUR WORLD WILL AT LAST BE BUILT.**

James Allen

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## CHAPTER ONE: BELIEF & DECEPTION

### *SHAKING THE FOUNDATION*

Our world is, in large measure, our creation, formed and molded by the lens of belief systems that guide the decisions we make or avoid, consciously, conflicted, or unconsciously. After effectively twenty-five hundred years since the dawn of modern Western civilization, why are too many of our choices the result of ill-conceived or conflicting values, or without conscious awareness of the key issues and their consequences? As Yeats wrote:

*Things fall apart; the centre cannot hold;  
Mere anarchy is loosed upon the world.  
The blood-dimmed tide is loosed,  
And everywhere the ceremony of innocence is drowned;  
The best lack all conviction,  
While the worst are full of passionate intensity.*

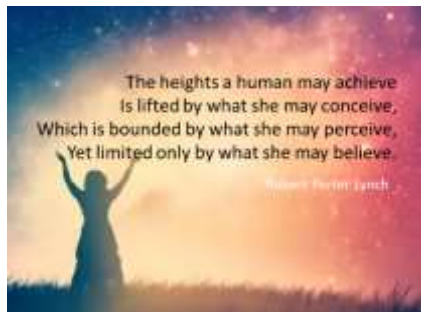
William Butler Yeats

Why has our presumably civilized world been stymied and confounded to the point that often we, as a civilization, seem to lack coherency and direction?

One culprit lays in our core belief systems themselves.

### *Belief Systems Underpin Action*

Belief Systems are the *central organizing principles* for humans to make order out of the seemingly chaotic inputs that come into our brains. And the more complex our world – the type of world we are in now – the more important are our belief systems as we strive to make order out of ever-changing new inputs.



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Our brain is a massive pattern recognition system. It is designed to spot new situations, then fit the new data into some past pattern it has recognized, and act accordingly. That is why you can drive down the road almost unconsciously, changing lanes, stopping at traffic signals, and arrive at your destination virtually without thinking at all.

The brain is designed this way so it doesn't become confounded with having to analyze every new situation and make complex, time-consuming decisions that would put us in jeopardy trying to decide whether to go right or left, what to eat, how to put on our clothes, or how to behave in public.

Most people fall back onto what they already know to read new signals from their environment. While this works perfectly well for simple daily tasks, it's not for more sophisticated issues that involve leadership, organization, religion, justice, education, marriage, healthcare, governance, and community; an overly simplistic or archaic belief system can become a terrible liability. Here's one example from recent history with terribly tragic results:

In 1938, Adolph Hitler was rattling sabers. He invaded Austria, and called it "annexation." He then took aim at Czechoslovakia for his next conquest.

Neville Chamberlain was Prime Minister of Great Britain at the time. Deeply concerned with Hitler's aggressive designs on Central Europe, he formed an Anglo-Italian Alliance with Mussolini, believing he could trust Mussolini to prevent Hitler's conquests to the south. Chamberlain flew to Munich to meet with Hitler.

French, English, and Italian leadership negotiated with Hitler to come to an accord on limiting German aggression. At the end of the meeting, Chamberlain emerged believing he was victorious in putting a tether on Hitler. His belief system was honorable, and he trusted Hitler's signature on the accords. Chamberlain returned triumphant to London announcing "I've got it!" the

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Munich accord is "symbolic of the desire of our two people never to go to war again."

Unfortunately for the future of Europe, Hitler could not be trusted. After Chamberlain hopped on his plane to return home, Hitler's foreign minister chastised the *Führer* for signing the document. Hitler responded coyly: "Oh, don't take it so seriously. That piece of paper is of no further significance whatever." Chamberlain also didn't realize that Mussolini had betrayed him too, forming an alliance with Hitler just the night before to form the Axis powers, which joined the north and south of central Europe, effectively dividing the continent.

While most of England applauded Chamberlain, Winston Churchill, then a member of Parliament declared: "England has been offered a choice between war and shame. She has chosen shame, and will get war."

Shortly thereafter, Hitler invaded Czechoslovakia, then Poland, then France, and the world got what Churchill predicted – a massive war.

*A defective belief system* blinded Chamberlain, who simply could not see the deceptive designs in the dark souls of Hitler and Mussolini and their cohorts.

Most people's belief systems come not from deep introspection and analysis, but from our culture. For example, if you are born into a Christian culture, you will most likely adopt a Christian belief system, and never challenge it; if you are born into a culture that cherishes a monarchy, unless the monarch is despotic, you may never challenge it.

Even in the face of overwhelming evidence that invalidates their belief system; many people will refuse to change their behavior, because belief systems become habits. For example, the dangers of smoking have been widely known for fifty years. But many people believe cancer won't happen to them; they think they are impervious to carcinogens.

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A corrupted belief system is like having a corrupted operating system in your computer. At best the computer will operate erratically. Even worse, it will be marginally functional. And worse yet, it will be either dysfunctional or will shut down entirely.

To make a belief system workable, we tend to simplify it, because complex belief systems tend to be too intricate and convoluted to be quick references for decision making.

For example, for years financial officers in companies adhered to the idea that to make a profit, one must cut costs; squeezing suppliers became an art-form. In the short term, profits went up, supposedly validating the belief system; therefore: squeeze more. However, suppliers cut corners, quality went down, warranty costs went up, and profits diminished. The belief system was inadequate, but most still adhere to these dysfunctional beliefs.

### ***Belief Seeks Simplicity***

Complexity can easily dissipate the brain's effectiveness by making everything slow down and more difficult to accomplish. Think of a government bureaucracy. One reason people detest it is because it makes everything more difficult and less efficient.

The passionate zest for life can get blocked when our belief systems are confused, confounded, conflicted, or entangled in complexified contradictions, all of which conspire to prevent consistency and convergence of thought and action.

Simplicity, on the other hand, focuses the brain's effort. For example, it's a lot easier to make all-encompassing statement of belief than complex ones. Anyone can say "All men who wear read ties must be passionate." It makes decision-making quite simple but it is totally wrong.

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We must always be alert to “dumb” simplicity and “smart” simplicity. Oliver Wendell Holmes Jr. expressed the difference:

*I wouldn't give a fig for the simplicity  
on this side of complexity;  
I would give my right arm for the  
simplicity on the far side of complexity.*

*“Make everything as  
simple as possible,  
but not simpler”  
-Albert Einstein*

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A good example of this smart simplicity on the *far* side of complexity is Einstein's  $E=mc^2$ . The scientific/mathematical proof of this equation is very complex, but the relationship between its core elements: energy, matter, and the speed of light is quite basic. One cannot derive this simplicity on the near (dumb) side of complexity.

*Simple solutions on the far side of complexity  
tend to be much more elegant unifying solutions.*

## ***Simplistic Deceptions***

Whenever you hear someone spouting some simple fix to a complex problem without truly understanding root causes, interactions, and mutual dependencies, they are thinking on the dumb side of complexity. Usually, these people will attach a slogan to their fix, like:

*The best government is that which governs least, or  
The Bible doesn't condemn the owning of slaves, or  
It's all a matter of Darwin's Survival of the Fittest.*

Beware, you are being set up for a deception.

In the 1930's Hitler established one of the most hideous propaganda machines in the world that “justified” carnage all over Europe. Millions died because people believed Hitler's message. Goebbels, Hitler's chief of propaganda, knew exactly how to sway the highly educated German populace: all messaging began with a truthful statement (which was easily validated or known, and ended with a lie (which was conjectural or concocted).



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Thus, Hitler's messages were ½ true, and ½ lie, posing as 100% truth. (A *myth* is half-truth, half lie posing as truth). Germans took the bait, attacked countries, killing anyone who dared challenge their bogus truth.

*Beliefs direct actions.*

*What you believe has a major influence on how you act.*

If some people believe that strapping explosives on their body and detonating themselves in a public square killing innocent women and children will enable them to enter the gates of heaven to make love to a thousand virgins, believers will take that action.

If some people believe people with colored skin are ignorant and lack intelligence, some people will deprive such people of all opportunity to demonstrate the fallacy of such beliefs.

## ***THE GREAT DECEPTIONS***

While it's valid that "the truth will set you free," many people operate under the flag of false belief systems without ever knowing their beliefs were simply unjustified and untrue. Real truth does not lie simply in proving a falsehood to be invalid. Nor do untruthful beliefs necessarily produce inaction, as terrorists, cultists, or radical groups like Nazis or Ku Klux Klan have proven.

### ***Beware the Tree of Evil Knowledge***

The ancient wisdom of the Bible tells a very revealing story about the fall of man. God created a paradise called the Garden of Eden for Adam and Eve. To sustain Adam and Eve God created a beautiful and vast orchard with a wide variety of trees that bore wonderful fruits. In the center of the garden were two trees: the Tree of Life, and nearby was the Tree of Knowledge & Evil.

The Tree of Life's branches raised high to the inspiration of the heavens, and its roots were grounded in goodness, wholeness, and wisdom. In contrast, the Tree of Knowledge had branches of sweet fruits, but its roots were grounded in the soil of Evil.

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God offered Adam and Eve the fruits of all the trees in the Garden, but He commanded Adam and Eve not to eat the fruits of the Tree of Knowledge & Evil, knowing that knowledge, because its roots were grounded in evil, could very often be quite harmful to humans. As the story goes:<sup>1</sup>

*Now the serpent was craftier than any of the wild animals the Lord God had made.*

*The serpent said to Eve: "Did God really say, 'You must not eat from any tree in the Garden?'"*

*Eve said to the serpent: "We may eat fruit from any of the trees in the Garden, but God did say 'You must not eat fruit from the Tree [of Knowledge and Evil] that is in the middle of the Garden and you must not touch it or you will die."*

*"You will not surely die" the serpent said to Eve. "For God knows that when you eat of it your eyes will be opened and you will be like God, knowing Good and Evil."*

*When Eve saw that the fruit of the tree was good for food and pleasing to the eye, and also desiring to gain wisdom, she took some of the fruit and ate it.....*

*(Note, that Eve sought 'wisdom,' but ate 'knowledge' instead.)*

*She gave some to her husband, who was with her, and he ate it.*

When God learned of the betrayal of Adam and Eve, He first cursed the serpent making it crawl on its belly to eat dust all the days of his life. He then cursed Eve, then Adam, then cast them both out of Paradise where the world would be far more difficult and threatening.

Of course, the story is a parable, but an important one that often gets lost in religious fervor. But its lesson should not be lost upon us:

*Knowledge, untempered by wisdom, is potentially very dangerous.*

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<sup>1</sup> Book of Genesis 2:9-3:19

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As a young boy, I remember going to the attic and devouring the pages of my great grandfather's multi-volume set of the *Book of Knowledge* published in the early 1900s. In the living room library I yearned for knowledge, reading page after page of my parents 1937 edition of the *Standard Encyclopedia*, purchased by my grandparents when my mother entered high school. Our schools have always been devoted to filling the brains of our children with massive amounts knowledge.

But as the story of Adam and Eve spells out, we all should have been eating the fruit from the *Tree of Life* - the *Tree of Wisdom* -- first to be able to decipher what knowledge was good for us, and what was grounded in evil. Just as Adam and Eve should have known a serpent was evil, intent on deceiving them, Neville Chamberlain should have been able to decipher the evil of Hitler.

Our schools dish out knowledge like it was dessert - sweet, enticingly alluring -- but not the wisdom about character and the meaning of life young learners need for a balanced healthy meal.

Today, the internet is a perfect example of the Tree of Knowledge & Evil. Seventy percent of internet traffic is spam, fraud, and porn. On the internet we can all gain access to evils beyond our imagination: How to steal cars; How to make atom bombs; How to blow up buildings; and on and on. Our courts have deemed that public libraries are limited in their ability to put restrictions on what our children can gain access to on the internet.

Without deep wisdom, much of the knowledge available today is, as was thousands of years ago, laced with the poison of evil. Beware what you believe in, for it will set the course of your perceptions, decisions, judgments, actions, and thus the results and outcomes of your life. Belief systems become the foundation for many of our institutional behaviors.

Beware those who confound, like Mordred in King Arthur's Court who posed questions destined only to plant doubt. Much like a lawyer in a court room presenting a thousand other possibilities that their client, who was clearly guilty, could not have committed the crime.

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Beware of those who present simplicity on the near side of complexity – those who've "dumbed things down" to obliterate the sensual texture of reality. Beware the "one-liner," "the sound bite," "the slogan that speaks only a partial truth," all which are designed to obliterate the mind's ability to distinguish other dimensions of the truth that are also true. Real truth is poly-chromatic, multi-dimensional, and interconnected.

Beware those of deep faith and conviction who have never pressure-tested their beliefs by challenging the roots of their understanding. The truly wise often start with doubt, and end in faith; while those that start in faith, often end in doubt.

Beware those who spread fear, uncertainty, and doubt. For their purpose is to trigger the reptilian part of your brain designed to seek safety and security; with the implication that the fear-monger is the one you should trust to "save you" from the evil of which they forewarn. They want you to join the parade they illegitimately lead.

Beware those who cherry pick data and philosophy to weave a web of deception to disguise their greed and self-interest. Their claims to veritas (truth) and gravitas (weight of evidence) have cast out critical information that would cast doubt on their doctrine.

It is this last group, the perverse cherry-pickers of science and philosophy that are often the most damaging, for they operate in the open, under the guise of legitimate authority provided by "scientific research." Often they have ensconced themselves in academic institutions, carrying the PhD label of high intelligence.

Adolf Hitler and his mob were probably the worst transgressors, using their false science and philosophy to justify acts of genocide, proscription, and war. But many others of this genre exist, often going unchallenged.

Here, in this chapter, I will challenge some of those purveyors of evil knowledge, particularly cherry pickers who, in the name of knowledge offer poisoned fruit, in the false guise of intelligence.

The examples I will use are just a few. With the unveiling of their fraudulent knowledge, I hope I will be encouraging all to look

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carefully at what you see and what you read (including the words I have written). Be sure the writer(s) is of integrity, whose interests are not selfish, but offered genuinely for the greater good;. that the writer(s) examines all sides of issues to find the multi-faceted truth, and the writer(s) reveal their sources so that you may cross reference and challenge.

Then you will begin to know the difference between wisdom and knowledge and assist others with the distinction. For it is wisdom, not knowledge, that will make the difference in lifting ourselves to a new world that works.

How will you know something is close to the truth? This set of volumes attempts to find the inner truths that have confounded so many. If something rings resonant with the truths in this book, it's probably the truth. If not, your flags should signal "Red Alert!"

*"It ain't so much the things we don't know  
that get us into trouble.*

*It's the things we do know that just ain't so."*

*– Old Adage*

Here are just three of the great deceptions that cause many leaders to make terrible decisions that affect all of us on this planet:

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## ***THE GREAT MACHIAVELLIAN DECEPTION***

### ***Machiavelli the Beast***

At the end of the Middle Ages, a masterful advisor to the royalty of Florence, Italy named Niccolo Machiavelli wrote extensively about how to survive in a world filled with connivers and deceivers. Machiavelli is considered by many authorities as one of the most influential writers on modern thinking.

I'm going to quote Machiavelli here, and let you assess whether his advice is worth taking:

*"In the actions of men, and especially of Princes, from which there is no appeal, the end justifies the means."*

*"A leader must not mind incurring the charge of being cruel if it is for the purpose of keeping his subjects united and faithful."*

*"It is much better to be feared than loved,"*

*"Man is semi-animal, semi-beast. The leader is thus obliged to know how to act as a beast, and must imitate the fox and the lion, for the fox can recognize traps, and the lion can intimidate. If all men were good, this would be poor advice; but as they are bad and will not be loyal to you, you are not bound to be loyal to them."*

*"A leader must take great care to say only the words of mercy, faith, humanity, and morality, for men in general judge more by what they hear and see, than by what they experience. Everybody sees what you appear to be, few know who you really are. And the few who know who you really are will seldom dare to oppose you in light of the many who support you. In the actions of leaders, the end justifies the means."*

Does anything appear to be out of balance? How many people take Machiavelli's words as their "gospel?"

These words were said by Machiavelli in his book, *The Prince*, written in 1513, while he was recovering from having been tortured as a political prisoner. The cherry-pickers have used his words to

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validate a whole series of ignoble actions over the last five hundred years, trying to prove this is a dog-eat-dog world.

Notice that there are some “mind traps” in his argument, such as the “either/or” question. This is an age-old “dialectic” dualistic approach you’ve heard innumerable times before: “Are you a communist or a capitalist?” “Are you a liberal or a conservative?” This mind trap locks you into two dimensional approaches to life. What if Machiavelli took a “trialectic” (three options) approach and posited: “It is much better to be *trusted* than to be *feared* or to be *loved*?” Machiavelli did not ask this question, but any time you sees an either-or postulation, a red flag should go up immediately. The either-or proposition is usually flawed, or deceptive, or designed to trap one’s mind. Life has more than just one option.

Vince Lombardi, the renowned football coach said:

*Leadership is based on the spiritual power to inspire others to follow. This spiritual quality may be used for good or evil.*

*When devoted toward personal ends, it is partly or wholly evil. Leadership which is evil, while it may temporarily succeed, always carries within itself the seeds of its own destruction.*

Machiavelli is the guiding light for many so-called “realists” who will sacrifice honorable principles for the sake of expediency.

Most writers are products of their times and experience. What the cherry-pickers don’t say is that Machiavelli lived during a time of feudalistic intrigue. *The Prince* was written in 1513, as the Renaissance was beginning to blossom in Italy. It looks *backwards* at a world that had existed for centuries, and, being Italian, used many Roman examples to illustrate Machiavelli’s view of human behavior. We know from the study of Roman history (see Volume Five), that Roman leadership was not highly enlightened, reverting to fear, power, and subjugation as a leadership strategy, triggering a deluge of civil wars. Moreover, Machiavelli used Livy (Titus Livius) as his primary source of information. Much of Livy’s history

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is highly suspect and one sided as he attempted to appease his patron, Octavian, the Emperor/Dictator of the Roman Empire.

## ***The “Other” Machiavelli***

The cherry pickers of Machiavelli are also loathe to explain that, after writing *The Prince* for monarchists, Machiavelli then sat down for the next four years to write a far more balanced book, *The Discourses on Livy* that looked forward to the establishment of republics that he saw coming in the emerging new world.

Anyone reading *The Discourses on Livy* (it's four times larger than *The Prince*, but not as salacious) soon realizes there is another Machiavelli, one more insightful, more balanced, more visionary, and more enlightened. In Volume Five I devoted several pages to Machiavelli's sayings in *The Prince*. Here I will give equal time to *The Discourses*, which will illustrate why French Enlightenment philosopher, Jean-Jacques Rousseau considered *The Discourses* to be more representative of Machiavelli's true philosophy:<sup>2</sup>

*Machiavelli was a proper man and a good citizen; ....  
He could not help veiling his love of liberty in the midst of his  
country's oppression. ...  
The contradiction between the teaching of the Prince and that of  
the Discourses on Livy shows that this profound political  
thinker has, so far, been studied only by superficial or corrupt  
readers. The Court of Rome sternly prohibited his book. I can well  
believe it; for it is that Court it most clearly portrays.*

The following quotes are a representative sample from *The Discourses*. Upon reading these, one rapidly realizes that Machiavelli changes course abruptly from his advice to the *Prince*, (who is essentially a monarchist and thus a dictator), to a much more sane and wise advice to the leaders of a *Republic*.

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<sup>2</sup> From Savonarola and Machiavelli, excerpted, condensed, and edited from Wikipedia & Rousseau, *The Social Contract*, Book III.



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**Ability:** Where men have little ability, fortune shows her power greatly, and because she is variable, outcomes often vary.

**Action:** It seems that in all the actions of men,... the good is accompanied by some special evil, and so closely allied to it that it would seem impossible to achieve the one without encountering the other.

**Adversity:** Men who habitually live in great adversity or prosperity deserve less praise or less blame. For it will generally be found that they have been brought to their ruin or their greatness by some great occasion offered by heaven, which gives them the opportunity, or deprives them of the power, to conduct themselves with courage and wisdom.

Great men and powerful republics preserve an equal dignity and courage in prosperity and adversity.

**Advice:** Danger arises when your advice has caused the many to be contravened.

Men only judge matters by the result; all the blame of failure is charged upon him who first advised it; whilst in case of success he receives commendations, but the reward never equals the punishment.

**Ambition:** When men are no longer obliged to fight from necessity, they fight from ambition, which passion is so powerful in the hearts of men that it never leaves them, no matter to what height they may rise

**Appearances:** The great majority of mankind are satisfied with appearances, as though they are realities, and are often even more influenced by the things that seem than by those that are.

**Armies:** A good army without an able commander often becomes insolent and dangerous.... And therefore I am disposed to believe that you can more safely rely upon a competent general, who has the time to instruct his men and

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the facilities for arming them, than upon an insolent army with a chief tumultuously chosen.

**Authority:** Authority which is violently usurped, and not that which is conferred by the free election by the people, is hurtful to republics.

**Benevolence:** An act of humanity and benevolence will, at all times, have more influence over the minds of men than violence and ferocity.... and cities which no armies and no engines of war, nor any other efforts of human power, could conquer, have yielded to an act of humanity, benevolence, chastity, or generosity.

**Character:** It will be exceedingly rare that a good man should be found to employ wicked means to become prince, even though his final object be good; or that a bad man, after having become prince, should be willing to labor for good ends, and that it should enter his mind to use for good purpose that authority which he has acquired by evil means.

It ever has been, and ever will be the case, that men of rare and extraordinary merit are neglected by republics in times of peace and tranquility; for jealous of the reputation which such men have acquired by their virtues, there are always in such times many other citizens, who want to be, not only their equals, but their superiors.

There is no better indication of a man's character than the company which he keeps; and therefore very properly a man who keeps respectable company acquires a good name, for it is impossible that there should not be some similitude of character and habits between him and his associates.

**Church & State:** Where the fear of god is wanting, the country will come to ruin, unless it be sustained by the fear of the prince, which may temporarily supply the want of religion. But as in the lives of princes, the kingdom will of necessity perish as the prince fails in virtue.

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As all religious republics and monarchies must have within themselves some goodness, by means of which they obtain their first growth and reputation, and as in the process of time this goodness becomes corrupted, it will of necessity destroy the body unless something intervenes to bring it back to its normal condition.

**Colonialism:** In a thousand ways, and for many reasons, acquisitions of territory may prove injurious; for one may well extend one's dominion without increasing one's power, but the acquisition of dominion without power is sure to bring with it ruin

**Congress:** Those who have been present at any deliberative assemblies of men will have observed how erroneous their opinions often are; and in fact, unless they are directed by superior men, they are apt to be contrary to all reason. But as superior men in corrupt republics (especially in periods of peace and quiet), are generally hated, either from jealousy or the ambition of others, it follows that the preference is given to what common error approves, or to what is suggested by men who are more desirous of pleasing the masses than of promoting the general good.

**Conquest:** Whoever impoverishes himself by war acquires no power, even though he be victorious, for his conquests cost him more than they are worth.

**Conspiracy:** When the number of accomplices in a conspiracy exceeds three or four, it is almost impossible for it not to be discovered, either through treason, imprudence or carelessness.

**Constitution:** Where in the same constitution there is a monarchy (executive branch), an aristocracy (judicial branch), and a democracy (representative branch), each serves as a check upon the others.

In a well-ordered republic it should never be necessary to resort to extra-constitutional measures; for although they may

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for the time be beneficial, yet the precedent is pernicious, for if the practice is once established of disregarding the laws for good objects, they will in a little while be disregarded under that pretext for evil purposes.

The majority of men never willingly adopt any new law tending to change the constitution of the state, unless the necessity of the change is clearly demonstrated; and as such a necessity cannot make itself felt without being accompanied with danger, the republic may easily be destroyed before having perfected its constitution.

**Contempt:** Contempt and insults engender hatred against those who indulge in them, without being of any advantage to them.

**Corruption:** A bad citizen cannot cause serious trouble in a republic unless it is already corrupt.

We should notice also how easily men are corrupted and become wicked, although originally good and well educated.

Where the mass of the people is sound, disturbances and tumults do no serious harm; but where corruption has penetrated the people, the best laws are of no avail, unless they are administered by a man of such supreme power that he may cause the laws to be observed until the mass has been restored to a healthy condition.

Republics who wish to maintain themselves free from corruption must above all things preserve the purity of all religions observances, and treat them with proper reverence; for there is no greater indication of the ruin of a country than to see religion condemned.

**Crime & Punishment:** No well-ordered republic should ever cancel the crimes of its citizens by their merits; but having established rewards for good actions and penalties for evil ones, and having rewarded a citizen for good conduct who afterwards commits a wrong, he should be chastised for that

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without regard to his previous merits, and a state that properly observes this principle will long enjoy its liberty.

To preserve a wholesome fear of punishment for evil deeds, it is necessary not to omit rewarding good.... And although a republic may be poor and able to give but little, yet she should not abstain from giving that little; for even the smallest reward for a good action--no matter how important the service to the state--will always be esteemed by the recipient as most honorable.

**Deception:** The people, often deceived by an elusive good, desire their own ruin, and, unless they are made sensible of the evil of the one and the benefit of the other course by someone in whom they have confidence, they will expose the republic to infinite peril and damage. And if it happens that the people have no confidence in any one, as sometimes will be the case when they have been deceived before by events or men, then it will inevitably lead to the ruin of the state.

Although men are apt to deceive themselves in general matters, yet they rarely do so in particulars [that matter to them personally].

**Decision:** Before deciding upon any course, therefore, men should well consider the objections and dangers which it presents; and if its perils exceed the advantages, they should avoid it, even though it had been in accordance with their previous determination.

It is well in all deliberations to come at once to the essential point, and not always to remain in a state of indecision and uncertainty.

For the sake of brevity, I shall stop here, because, at this point the "other Machiavelli" should be self-evident. The advice in the *Discourses* is not of a crazed, evil maniac, but of an astute, practical, seasoned, and reasoned observer of political behavior.

When judging an author's writing, it is usually their later works, which are richer in meaning and learning, than their earlier works

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that should be the most trusted. But certainly, the wise student will look at an author's total body of work to understand the full meaning.

If one is to believe Machiavelli, believe his later work: *The Discourses*, not *The Prince* (unless your intent is to be a feudalistic warlord).

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## ***THE GREAT CAPITALISM DECEIT***

### *The Real Truth about the “Invisible Hand”*

In the latter half of the twentieth century, economists of the “rational self-interest” school expounded on the idea that an *invisible hand* controlled economic behavior. This idea, which now underpins much of our economic structure, proposes that if multiple transactions occur in a rational market place which is free of constraints and coercions (eg. no market manipulations), the supply, demand, and price structures will reach an equilibrium that realistically defines market value. Much of our free market beliefs are based on Adam Smith thinking laid out in his eighteenth century *Wealth of Nations* (1776).

This book is considered to be the foundational writing on Capitalistic Theory. It makes some powerful assumptions about human behavior which impact a lot of our thinking today. (This next passage I have paraphrased and abbreviated to alleviate the reader’s pain of having to wade through Smith’s awkward terminology and convoluted sentence structure):

*Every investor seeks the most advantageous return on their capital, which means:*

*First, every investor seeks the least risky investment, provided he can receive a reasonable return with people he can trust; and if he is deceived by them, he knows the local laws for initiating a law suit against them.*

*Second, every investor seeks to put capital in industries that create the most value and thus provide the greatest return or profitability.*

*The annual productive revenue of a society is the sum of the productivity of all the individual investments. While the individual investors are not aware they are intending to promote the public interest, their combined labors benefit the good of all, because, by making wise investments, while intending only to*

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*serve his self-interest, the investor is led by an invisible hand to promote the well being of all.*

*Merchants whose decisions are driven primarily to serve the public good are imprudent. Governments that attempt to steer capital investments, such as encouraging or discouraging investment in certain industries, are mistaken because it's useless or harmful to believe the multitude of investors are wiser than the few who guide government policy. What's prudent for people can hardly be folly for government.<sup>3</sup>*

Economists have designed sophisticated free market theories, justified deregulation, and produce detailed financial analyses based on Smith's theory. For *transactional exchanges*, this perspective is viable. However, it does have its limits, because it does *not* adequately explain *highly collaborative enterprise* – what can be called “mutual value creation.” While *trust is helpful in transactional exchanges*, it's *vital to highly collaborative business relationships*.

Smith's theory also states: *The annual productive revenue of a society is the sum of the productivity of all the individual investments.* This is only true if we go beyond thinking of investors as share/stock holders, and count the contribution of an employee's time and creative thought in the calculation.

## ***The Limits of Rational Self-Interest***

One of the chief proponents of the Rational Self-Interest school of thought was Alan Greenspan, who built his economic models on a foundation of Milton Friedman and Ayn Rand (his mentor). Writing jointly with Rand in their book, *Capitalism: the Unknown Ideal*, Greenspan penned these words, launching the “greed is good” era with this mantra:

*Protection of the consumer against dishonest and unscrupulous business practices has become a cardinal ingredient of [the] welfare state. Left to their own devices, it is alleged, businessmen*

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<sup>3</sup> Smith, Adam; *The Wealth of Nations*, Chapter II – Restraints on Importation from Foreign Countries on such goods as can be produced at home, 1776



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*would attempt to sell unsafe food and drugs, fraudulent securities, and shoddy buildings. Thus, it is argued, ...numerous regulatory agencies are indispensable if the consumer is to be protected from the "greed" of the businessman.*

*But it is precisely the 'greed' of the businessman's ... profit-seeking, which is the unexcelled protector of the consumer.*

Greenspan then went on to say that

*It is in the self-interest of every businessman to have a reputation for honest dealings and a quality product.<sup>4</sup>*

His rational idealism was based on a false belief that self-interest had its own moral imperative.....

*...the crucial importance of moral values .... are the motive power of capitalism. Capitalism is based on self-interest, self-esteem; it holds integrity and trustworthiness as cardinal virtues and makes them pay off in the marketplace, thus demanding that men survive by means of virtues, not of vices.<sup>5</sup>*

When the economy crashed in 2008, his unabashed rational idealism theory was laid barren as his thinking was demonstrated to be incredibly naïve, simplistic, and romantic. Greenspan purposefully looked the other way during his tenure at the Federal Reserve as the financial community tore down the protective shield of investment laws like Glass-Steagall on its incestuous march to meltdown. Greenspan got snookered by credit default swaps, mortgage fraud, and deceptive lending practices, which laid the foundation of capitalism open to economic collapse.

After the 2008 Financial Meltdown, Greenspan testified before Congress, incredulous that the financial community he had served

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<sup>4</sup> Greenspan, Alan; *The Assault on Integrity*, Chapter 9 in Rand, Ayn; *Capitalism: The Unknown Ideal*, New American Library, 1966, p 112

<sup>5</sup> Greenspan, Ibid, p 116 [Author's note: Greenspan seems to combine Romantic Idealism with Aristotlean Rationalism and Ethics, in a naïve world-view that denies the existence of evil and corruption, while at the same time extolling the virtues of greed and excoriating the vices of fear.]

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was incapable of regulating itself. He simply could not accept the fact that the finance industry was a magnet for attracting crooks, connivers, and con-artists – the very people who extolled his “greed is good” philosophy and helped keep him in power.

Greenspan took a jaundiced view of all government regulation, including oversight of drugs, medicine, building codes, and financial institutions. In his commentary, his libertarian words were harsh and unequivocal:

*Government regulation...does not build quality into goods or accuracy into information...At the bottom of the endless pile of paperwork which characterizes all regulation lies a gun...*

*Regulation – which is based on force and fear – undermines the moral base of business dealings. It becomes cheaper to bribe a building inspector than to meet his standards of construction....*

*Regulation ... is an act of expropriation of wealth...Businessmen are being subjected to governmental coercion prior to the commission of any crime.<sup>6</sup>*

## ***The “Other Invisible Hand” -- Beyond Self-Interest***

There are other holes in the Rational Self Interest perspective. While it's a reasonable explanation of how *investors* make decisions; it doesn't explain how *businesses* make decisions, because businesses are made up of investors, entrepreneurs, employees, managers, customers, and suppliers, among others. Their decisions are not always driven strictly by short term monetary gain -- long-term gain is always a critical distinction, as well as their appetite for risk. For example, while investors typically like more liquid, short-term gains, employees want longer-term job security.

Economists based free market theory on the *Wealth of Nations*, selectively overlooking Adam Smith's other critical definition of the *invisible hand*:

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<sup>6</sup> Greenspan, *Ibid*, p 113-115

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*Those in power must avoid the temptations of gluttony and greed, by acting unselfishly through honesty and justice, to ensure that those less powerful, whose labor produces goods and services, receive their fair share.*

*Morality and sympathy, which are the gifts of divine Providence, serve as the guiding power behind the invisible hand, by which those in power advance the interests of society as a whole. And thus will the people be happy and secure. Regardless of rank or status, all citizens are equal in their need to share in the bounties of the earth and experience a life of happiness.*

*The principle of beauty and order in a social system, which needs no conscious effort, requires that a person balance his or her desire to satisfy their own self-interest with their compassions for the greater good of their community and country. Those who value the means more than the ends fail to realize the impact of their actions on others and on the larger community.*

*All the constitutions of government are valued only in proportion to the extent they promote the happiness of those who live under it. This is their sole use and end.<sup>7</sup>*

Here Smith was very clear that there are *two forces* at work within the wise person's spirit – *both self-interest and concern for the greater good*. It is a concept he observed himself and built upon in earlier work based on readings from the Greeks.

## ***More than Transactional Exchange***

The transactional exchange, rational self-interest, free market paradigm is seductively deceptive, and perhaps even tragically flawed, because it fails to embrace the existence of a parallel, trust-based model of economic activity. This parallel economic model

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<sup>7</sup> Smith, Adam; *Theory of Moral Sentiments*, Section IV, Chapter 1, Paragraphs 10-11; 1759. (paraphrased/abbreviated his lengthy passage) Note: The astute reader will see the similarities of Adam Smith's beliefs and those of the framers of the U.S. Constitution.

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exists in those circumstances where buyer and seller do *not* see their interests transactionally, *not* based on *exchange* but rather on the joint need for *mutual creation of value* -- the buyer and seller are strategically linked in an alliance, and see their interests as synergistically linked. In these cases, individuals or businesses or suppliers and customers work together to do build or develop something jointly that could not be done alone.

Distinguishing between *Tactical-Transactional Exchange* and *Strategic Mutual Value Creation* implies there are *two economic pathways*: one that controls *Transactional Exchange*, the other that guides *Mutual Value Creation*.

Here's an example of *Transactional Exchange*: I might go to a restaurant, order a meal, whose price has been set, and pay for the meal after determining it met my expectations of value. I did not participate in the creation of the menu, nor the preparation of the meal, nor the risks of running the restaurant's business. My reward is simply receiving a quid-pro-quo for my money.

In contrast, in a *Mutual Value Creation* arrangement, a real estate developer may take a piece of raw land, bring together a team including planners, architects, and building contractors to transform the land into a housing development. They might choose to form a joint venture to share the risks and rewards of their efforts.<sup>8</sup> In this case, transactional trade is not an appropriate means of understanding their economic behavior. Each member participates in sharing risks and rewards for the creation, development, delivery, and commercialization of the whole, not just their unique pieces of a venture.

In the *Value Creation* model of capitalism, *mutual benefit* is essential to success of the *strategic relationship* (this relationship

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<sup>8</sup> This is actually a very old business model dating back to pre-industrial era capitalism. Most shipping ventures were designed this way between the 17<sup>th</sup> and 19<sup>th</sup> century. See Lynch, Robert Porter; *The Practical Guide to Joint Ventures and Corporate Alliances*, John Wiley, 1988, Chapter 1

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should not be referred to as a *deal*, which is a term meaningful only to transactions).

A strategic relationship requires a strong foundation of trust that enables synergies to generate additional value. Collaborative strategies and structures are ideal generating innovation in this situation. As seen in Volumes Four and Five, trust is a propellant of innovation. Yet, because trust, creativity, and synergy tend to be largely “invisible,” economic theorists have shied away from an economic model for this type of “creative capitalism.”

## ***Economics of Expandables***

Here’s an example: Software is one of the most cheaply reproduced products in the world. Most of it can be moved across continents instantaneously on the internet for virtually nothing. As demand increases, the supply is not used up; the incremental cost of multiplying it is negligible. Then, once it is installed on a computer, the more it is used, the more valuable it becomes as each user creates data and adds value by sharing knowledge. Using the software more does not create less of it (thus it is *expandable*, not *expendable*, like food or gasoline); to the contrary, the software becomes more valuable and larger the more it is used and shared. Therefore, the traditional economic laws of supply, demand, and price do not prevail in the system of economic of *abundance*. This is called the *Economics of Expandables*.

Other examples proliferate. When a person, team, or business partners engage creatively to invent a new product, process, technology, or idea, their creative “juices” are not used up when they are put into play. Quite to the contrary, their creativity expands based on their trust of each other and their willingness to *share* resources. This is the economic version of synergy in action.

A problem arises when “deal makers,” who do not grasp the nature of trust and collaboration, focus solely on the *self-interest based Exchange* model, failing to understand how the *Value Creation* model may be a more effective alternative. For the *Exchange* model, trust is *useful*, while absolutely *essential* for *Value Creation*.

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Thus, the principle of the *invisible "hands"* and *alternative economic pathways* seems to have a mighty impact on business and economics, but more like Adam Smith first conceived it, not as it was cherry-picked and twisted to meet the needs of the "greed is good" economic theories. Predators then gorged themselves on their ability to steal wealth from the people; taxpayers paid the bill.

## ***THE GREAT DARWIN HOAX***

### ***Mythology of "Survival of the Fittest"***

As a twenty-first century leader, you are best empowered to make intelligent decisions about people when you are supported by an insightful and accurate belief system. In this respect, most leaders have been seriously led astray by erroneous thinking or confused by highly conflictive theories.

For this reason, a historical review is useful to set the record straight and illuminate the path forward as we attempt to put the ship of fate back on course.

In the middle 1800s the quest to comprehend the nature of human behavior became deeply mired in controversy. For over half a century, as science was becoming a profession, various theories of evolution were emerging.

### ***The Search for Evolutionary Cause***

Writing in 1852, Herbert Spencer, a prolific writer highly respected in Victorian circles, was thoroughly convinced that the theory of evolution *was true*, but no one had, at that time, put forth a plausible position about *how* it came to be true. Spencer thought the debate would rage until someone came up with a plausible answer.

Then, in 1859 a relatively obscure naturalist (now we'd call him an evolutionary biologist) stepped forward, publishing his findings from an earlier trip he made to study plants and animals. The man was Charles Darwin, and the book was called the *Origin of the Species*

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*by Means of Natural Selection, or The Preservation of Favoured Races in the Struggle for Life.*<sup>9</sup> (Typically referred to as *Origin of the Species*).<sup>10</sup>

Natural selection referred to the slow process of varying the configurations of a species; either it would adapt to the new environment, or become extinct. It put forth the idea that plants and animals (including humans) evolved over a prolonged period of time as a result of either variations in the genetic structure (a modern term) of the species, which reoriented itself to the very slow changes in geological conditions (such as climate), or because a competing species invaded the territory and choked out less adaptable species (such a trees choking out sunlight for bushes).

What made the book particularly controversial was his claim that humans descended from precursor apes, an idea that revolted

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<sup>9</sup> In Darwin's 1st Edition of 1859, the term "Survival of the Fittest" did not appear, nor did the word "Evolution." Darwin was quite familiar with the works of Herbert Spencer, a philosopher, psychologist, mathematician, and scientist, who was an ardent advocate of the idea and term "Theory of Evolution." Darwin had read Spencer's 1852 Essay (referred to in Darwin's Historical Sketch in the beginning of *Origin of the Species*) which strongly argued for the Theory of Evolution, but did not have a scientific premise for "how" it occurred. In the *Origin of the Species*, Darwin provided the answer Spencer was seeking. After the publication of *Origin of the Species*, Spencer coined the term "survival of the fittest" in his *Principles of Biology* (1864) to describe Darwin's hypothesis of Natural Selection stating: "This survival of the fittest,....is that which Mr. Darwin has called 'natural selection', or the preservation of favoured races in the struggle for life." Spencer was seeking to bolster his own economic theories and find the causative factor for his evolutionary theory. Darwin quickly latched on to Spencer's conjunction and by the 1869 (5th) Edition of *Origin of the Species*, the text was substantially changed to link the idea of natural selection and survival of the fittest inextricably ("survival of the fittest" appears 13 times in the 1876 edition, and the word "evolution," which was not used in the original edition, was inserted beginning with the 1872 edition and appears 10 times in the 1876 edition)

<sup>10</sup> While it did raise some controversy at the time, it was not an instant best seller. Robert Chamber's 1844 book *Vestiges of the Natural History of Creation*, a precursor to Darwin's theory, was a far better seller in Victorian England for quite some time.

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the Victorian sensibilities of the time, and clearly contradicted creationist theory in the Old Testament.

For Spencer, Darwin provided the evidence he needed to demonstrate the exact process by which evolution actually occurred, and thus the ammunition to defeat the advocates of the opposing creationist belief system.

## ***Coining the term “Survival of the Fittest”***

Spencer termed Darwin's concept of natural selection: “survival of the fittest,” a term that has stuck now for almost two centuries. Darwin responded favorably to Spencer, writing:

*“We may feel sure that any variation in the least degree injurious would be rigidly destroyed. This preservation of favourable individual differences and variations, and the destruction of those which are injurious, I have called Natural Selection, or the Survival of the Fittest. Variations neither useful nor injurious would not be affected by natural selection.”<sup>11</sup>*

Today nearly every student has heard of Darwin's controversial theory. *Origin of the Species* is widely considered the most important biological book ever written because it influenced so many other thinkers who followed in the fields of biology, medicine, sociology, politics, and business, to name a few.

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<sup>11</sup>Darwin, *Origin of the Species*, p 64 1876 Edition (15 years after the 1<sup>st</sup> edition)



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## *Hijacking Darwin*

Spencer's championing of *survival of the fittest*<sup>12</sup> then led the development of "Social Darwinism,"<sup>13</sup> an idea never supported by Darwin himself. Social Darwinists viewed life as a struggle for existence in a world of limited resources in which only the strongest, most powerful will push those weaker into extinction or subservience.

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<sup>12</sup>Spencer believed that the state should not interfere with the natural evolution of society, thus he was opposed to any form of help for the poor because they were simply unfit, and should be eliminated; those people with mental defects were best off dead, and government should not intercede in supporting, regulation of sanitation, housing and the medical profession, etc. (Hofstadter, p 390-393)

<sup>13</sup> See Hofstadter, Richard; *Social Darwinism in American Thought*, Beacon Press, 1955

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This idea was picked up and became the rallying call for fascists<sup>14</sup> and robber baron capitalists.<sup>15</sup> Social evolution, in their opinion, was a matter of letting the lazy, intellectually inferior, and physically weak should be left to wither from society.<sup>16</sup> Turn of the century literary authors, H.G. Wells and Jack London wrote extensively from this perspective.

The Nazi's justified their gas chambers as a step in evolutionary progress. Colonial expansion into Africa was rationalized as simply

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<sup>14</sup> Based on *Origin of the Species*, Darwin's cousin, Francis Galton in 1865-1869 developed the idea of Eugenics - changing our social values to promote selective racial breeding based on strength of body and mind. Eugenics was then picked up by Adolph Hitler as his basis for genocide. Darwin himself did not support this idea. Darwin agreed that eugenics was beneficial in the breeding of domestic animals, but humans were born with moral values (sympathy and compassion): "The aid which we feel impelled to give to the helpless is mainly an incidental result of the instinct of sympathy, which was originally acquired as part of the social instincts, but subsequently rendered, in the manner previously indicated, more tender and more widely diffused. Nor could we check our sympathy, even at the urging of hard reason, without deterioration in the noblest part of our nature. The surgeon may harden himself whilst performing an operation, for he knows that he is acting for the good of his patient; but if we were intentionally to neglect the weak and helpless, it could only be for a contingent benefit, with an overwhelming present evil. ... We must bear the undoubtedly bad effects of the weak surviving and propagating their kind; but there appears to be at least one check in steady action, namely that the weaker and inferior members of society do not marry so freely as the sound; and this check might be indefinitely increased by the weak in body or mind refraining from marriage, though this is more to be hoped for than expected." (*Descent of Man*, p 134).

<sup>15</sup> Richard Hofstadter outlines how Andrew Carnegie and others used Social Darwinist thinking to promote their monopolies.

<sup>16</sup> There are many economic critics of Social Darwinism who point to the idea of Comparative Advantage (see David Ricardo) that very convincingly argues that weaker members of society are valuable even if the stronger members are better at doing everything; many job specialties are not intellectually demanding, but must be performed in a well functioning economy. Comparative Advantage regards trade and cooperation as far more important than pure competitiveness.

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an exercise in survival of the fittest. Competition between individuals became the foundational thinking for free market capitalism.

Steel industrialist, Andrew Carnegie, became an adoring advocate of Spencer and the *Survival of the Fittest* construct, which gave the compelling rationale to industrialists to grab as much as they could; after all it was *in the nature of things*. Carnegie personally considered Spencer to be the person who most influenced his thinking. Carnegie began his relationship with Spencer in 1882, referring to him with adoration as “My Dear Master.” Spencer advocated that science now provided validation that it was perfectly natural -- thus right and good -- to rise to the top of a cut-throat world of capitalist competitors.

## **Greenspan on Greed**

*It is precisely the greed' of the businessman... which is the unexcelled protector of the consumer.*

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-Alan Greenspan: *Capitalism: the Unknown Ideal*

Not only was competition in harmony with nature, Spencer believed, but it was also in the interest of the general welfare and progress of society. Many successful capitalists of the late 19th century embraced Spencer's philosophy. These captains of industry used his words as justification to oppose social reform and government intervention. As Spencer said, these would interfere with the natural -- and beneficial -- law of survival.

*The concentration of capital is a necessity for meeting the demands of our day, and as such should not be looked at askance, but be encouraged,* Carnegie wrote, paraphrasing Spencer.

*There is nothing detrimental to human society in it, but much that is, or is bound soon to become, beneficial.*<sup>17</sup>

Several years later, Carnegie codified this thinking in his 1889 essay *The Gospel of Wealth*, stating:

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<sup>17</sup> See [www.pbs.org](http://www.pbs.org) on Andrew Carnegie – People and Events

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*While the law [of competition] may be sometimes hard for the individual, it is best for the race, because it ensures the survival of the fittest in every department.*

*We accept and welcome, therefore ... great inequity of environment, the concentration of business, industrial and commercial, in the hands of a few, and the law of competition between these, as being not only beneficial, but essential for the future progress of the race.<sup>18</sup>*

This kind of thinking fueled the egos of Robber Baron Capitalists, continuing full-force into the twentieth century, as leaders explained their dubious actions in terms of survival of the fittest. For example, Bernie Ebbers (the now disgraced CEO of the now extinct WorldCom), when he acquired a company, would throw the leaders of the respective divisions in a room and let them “duke it out” to reveal which alpha male was dominant; and that determined who would command the division. It worked well in producing short term profits, and then collapsed itself into a black hole, like a dying star. Hitler also used this tactic, letting his senior officers fight amongst themselves, driving the most powerful to prevail devoid of any sense of overriding principle or reason.

When the Survival of the Fittest League hijacked Darwin's thinking about lower animals (including reptiles and mammals) and applied it to humans, they changed the entire landscape of leadership thinking. Today, if you ask a group of business leaders about Darwin's key theme, nearly everyone will state: *Survival of the Fittest*, meaning a dog-eat-dog strategy requiring dominance and aggression over others. And this belief system has predominated for the last century and a half, causing many leaders to take action based on this extraordinary belief.

But wait; this is where the story gets interesting and where leadership theory got off track. When the Survival of the Fittest

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<sup>18</sup>Carnegie, Andrew; “Wealth,” reprinted in *The Andrew Carnegie Reader*, ed. J.F. Wall, University of Pittsburgh Press. Pittsburgh, (originally published 1889), p132

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advocates commandeered Darwin, they split myth from reality. (Remember, a myth is a half lie, half truth, disguised as the truth.) Here's how:

## ***Flaw in Survival of the Fittest***

Darwin recognized a serious flaw in his theory of natural selection as it applied to humans. In *Origin of the Species*, Darwin was seeking a unified universal theory that explained both plant and animal evolution over the eons of time. Natural selection – adaptation by variations (what we now know as genetic structure) – explained it. However Darwin saw that its impact moved slower than a glacier:

*Natural selection [by genetic variation] generally acts with extreme slowness ....depend[ing] on physical changes, which generally take place very slowly.....only at long intervals of time, and only on a few of the inhabitants of the same region. I further believe that these slow, intermittent results accord well with what geology tells us of the rate and manner at which ... the world [has] changed. Slow though the process of selection may be ... I can see no limit to the amount of change ... which may have been effected in the long course of time through nature's power of selection, that is by the survival of the fittest.<sup>19</sup>*

Darwin was troubled with this explanation in *Origin of the Species*. While natural selection may cause the evolution of flowers and plants, or insects and mammals, it certainly did not shed light on the much more rapid evolution of the human species.

## ***Humans Required a Special Theory of Evolution***

In *Origin of the Species*, Darwin also introduced the idea of *sexual selection*, but did not develop the idea much beyond males of species developing sexually specific weaponry, like antlers, to dominate

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<sup>19</sup> Darwin, Charles; *Origin of the Species*, Modern Library One Volume "Giant" Edition, c1955 p 85-86

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other males in the battle over females, thus producing more powerful offspring<sup>20</sup>.

To provide the answer to the question of speed of evolution in the human species, he relied on further developing the concept of sexual selection and its relationship to the uniqueness of the human species, along with the development of social capabilities.

Working tirelessly with a now far deeper understanding of his subject, twelve years after the publication of *Origin of the Species*, Darwin published his massive treatise: *The Descent of Man and Selection in Relation to Sex (1872)*<sup>21</sup>. It was twice as long as *Origin of the Species*, and laid out the fundamental differences between humans and other animals. In the *Descent of Man*, Darwin also proposed that *natural selection was not the process of human evolution*, but conscious choice played a major role – sexual roles and expectations, as well as cultural and family expectations probably had more influence on human evolution than natural selection.

## ***Holistic Darwin – His Deepest Insights***

In his second book, Darwin demonstrated that for humans, survival was not primarily dependent upon natural selection by random genetic variation, but by learning, language, moral decisions, innovation, working collaboratively, and selection of mates that would further civilization. In other words, for humans (as distinct from other animals and plant species) survival was not of the fittest (strongest and most dominant) but by *collaborative adaptation* (innovation, learning, and moral choice). Unlike lower animals where sex was a matter of dominance and power, in the higher order of humans, *the role of sexual selection was to further the purposes of civilization*.

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<sup>20</sup> Ibid, p 70

<sup>21</sup> Author's Note: Just as one can only understand Machiavelli, or Adam Smith only by reading both sets of their books, one cannot understand Darwin without considering his full body of work.

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From a leadership perspective, while the idea of survival of the fittest has always been a defective leadership framework, it has spawned a unique breed of survival of the fittest advocacy authors who extol the virtues of brutal self interest in leaders like Attila the Hun and Genghis Kan.

While Darwin expected there to be some errors in his findings, modern scientific research over the last century and a half has proven how remarkably accurate Darwin was in both his observations and conclusions. We are going to quote Darwin extensively to bust the myth about survival of the fittest and put forth the groundwork for a new framework of human behavior that both explains and guides the trust building and civilization process (and many other leadership processes for that matter.)

Darwin saw that human evolution had caused the species of homo sapiens to be distinctively different from its mammalian apelike ancestors. Here's what he said about those distinguishing characteristics: (direct quotes from *Descent of Man*)

## **The Higher Intellectual Qualities of Humans**

**Reason & Attention:** *Of all the faculties of the human mind, Reason stands at the summit.<sup>22</sup> Hardly any faculty is more important for the intellectual progress of man than Attention.<sup>23</sup>*

**Imagination:** *Without the higher powers of the imagination and reason, no eminent success can be gained.<sup>24</sup>*

## **The Higher Social Qualities of Humans**

**Fellowship:** *Man is a social being. We see this in his dislike of solitude, and his wish for society beyond that of his own family. Solitary confinement is one of the severest punishments that can be inflicted.<sup>25</sup> Endowed with social instincts take pleasure in one*

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<sup>22</sup> Darwin, Charles; *Descent of Man*, Modern Library One Volume "Giant" Edition, c 1955, p 453

<sup>23</sup> Ibid, p 452

<sup>24</sup> Ibid, p 874

<sup>25</sup> Ibid p 480

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*another's company, [humans] warn one another of danger, defend and aid one another in many ways.... these instincts are highly beneficial to the species.<sup>26</sup>*

**Social Instincts** lead [man] to take pleasure in the society of its fellows, to feel a certain amount of sympathy with them, and to perform various services for them. Man appreciation of the approbation and disappointment of his fellows ... form[s] the high[er] activity of his mental faculties, with past impressions extremely vivid.

**Sympathy and Guardianship:** *The all-important emotion of sympathy is distinct from that of love..... The basis of sympathy lies in our strong retentiveness of former states of pain or pleasure. ... We are thus impelled to relieve the sufferings of another, in order that our own painful feelings may be at the same time relieved. In like manner we are led to participate in the pleasures of others..... [Sympathy] is of high importance to all those animals which aid and defend one another. ... Instinctive sympathy would cause [man] to value highly the approbation of his fellows; for the love of praise and the strong feeling of glory, and the still stronger horror of scorn and infamy are due to the workings of sympathy.<sup>27</sup> Sympathy [is].... one of the most important elements of the social instincts.<sup>28</sup>*

**Remorse** is an overwhelming sense of repentance ...bearing the same relationship as rage does to anger, or agony to pain. The nature and strength of feelings which we call regret, shame, repentance, or remorse, depend not only on the strength of the violated instinct, but partly on the strength of the temptation, and often still more on the judgment of our fellows. <sup>29</sup> A man who possesses no trace of sympathy and social instincts [is] an unnatural monster.<sup>30</sup>

**Greater Good:** *After the power of language had been acquired, the wishes of the community could be expressed, the common opinion*

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<sup>26</sup> Ibid, p 913

<sup>27</sup> Ibid, 478 -81

<sup>28</sup> Ibid, p 509

<sup>29</sup> Ibid p 485

<sup>30</sup> Ibid p 483



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*how each member ought to act for the public good, would naturally become, in a paramount degree, the guide to action.* <sup>31</sup>

*Social instincts ....give impulse to some of [man's] best actions [which] are, in a higher degree, determined by the expressed wishes and judgments of his fellow men, and, unfortunately very often, by his own strong selfish desires.*

**Praise & Blame:** *It is impossible to exaggerate the importance during rude [prehistoric] times of the love of praise and the dread of blame. A man who was not impelled by any deep, instinctive feeling, to sacrifice his life for the good of others, yet was roused to such actions by a sense of glory, would by example excite the same wish for glory in other men. He might thus do far more good to his tribe than by begetting offspring with a tendency to inherit his own high character.*<sup>32</sup>

**Courage** *is the most noble of all the attributes of man, leading him without a moment's hesitation to risk his life for that of a fellow creature; or ... to sacrifice it for some great cause.* " <sup>33</sup> *No man can be useful or faithful to his tribe without courage. This quality has been universally placed in the highest rank. Prudence, on the other hand, which does not concern the welfare of others, has never been highly esteemed.*<sup>34</sup>

## **Conscience, Morality and Intellectual/Social Capabilities**

**Conscience:** *Of all the differences between man and the lower animals, the Moral Sense of Conscience is by far the most important. It has rightful supremacy over every other principle of human action.... Any animal whatever, endowed with well-marked social*

*We have never really overcome ...  
"the predatory phase" of human development*

*-Albert Einstein*

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<sup>31</sup> Ibid, p 478

<sup>32</sup> Ibid, p 500

<sup>33</sup> Ibid, p 471 & p 913 (This is in agreement with Aristotle)

<sup>34</sup> Ibid, p 488

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*instincts, . . . would inevitably acquire a moral sense or conscience, as soon as its intellectual powers had become as well, or as nearly well developed, as in man. Conscience looks backwards, and serves as a guide for the future.<sup>35</sup> The moral faculties are generally and justly esteemed as of higher value than the intellectual powers.<sup>36</sup>*

**The Golden Rule:** *To do good in return for evil, to love your enemy, is a height of morality. [Social] instincts, together with sympathy, would have been highly cultivated and extended by the aid of reason, instruction, and the love or fear of God, before any Golden Rule would ever be thought of and obeyed.<sup>37</sup> The social instincts – [which according to Marcus Aurelius are] the prime principle of man's moral constitution – with the aid of active intellectual powers and the effects of habit, naturally lead to the Golden Rule, "As ye would that men should do to you, do ye to them likewise;" and this lies at the foundation of morality.<sup>38</sup> [The Golden Rule] is the foundation stone of morality.*

**The Standard of Morality** *[is] the general good or welfare of the community. When a man risks his life to save that of a fellow creature, it seems more correct to say he acts in the general good, rather than for the general happiness of mankind.<sup>39</sup>*

**Controlling Thought:** *The highest possible stage on moral culture is when we recognize that we ought to control our thoughts. . . . As Marcus Aurelius long ago said: "such as are my habitual thoughts, so also will be the character of my mind; for the soul is dyed by those thoughts."<sup>40</sup>*

**Law of Honour** *[is] the law of the opinion of our equals. Man can generally and readily distinguish between the higher and lower moral rules. The higher are founded on social instincts, and relate to the*

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<sup>35</sup> Ibid, p 484 (this is in perfect agreement with most religious teaching)

<sup>36</sup> Ibid, p 913

<sup>37</sup> Ibid p 484 (Note the similarity to John 13:34)

<sup>38</sup> Ibid p 495

<sup>39</sup> Ibid, p 490 (in concurrence with Greek, Judeo-Christian beliefs)

<sup>40</sup> Ibid, p 492

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*welfare of others. They are supported by the approbation of our fellow men and by reason. The lower rules ... relate chiefly to self.*<sup>41</sup>

**Code of Conduct:** *As love, sympathy, and self-command become strengthened by habit, and as the power of reasoning becomes clearer, [man] will feel himself impelled to certain lines of conduct. He might then declare – I am the supreme judge of my own conduct, ...I will not in my own person violate the dignity of humanity.*<sup>42</sup>

**Fidelity:** *There cannot be fidelity without truth.*<sup>43</sup>

**Standards of Excellence:** *The most efficient causes of progress seem to consist of a good education during youth whilst the brain is impressible, and of a high standard of excellence, inculcated by the ablest and best of men, embodied in the laws, customs, and traditions of the nation, and enforced by public opinion.*

## **Meaning of Life**

**Finding Purpose:** *As soon as the important faculties of the imagination, wonder, and curiosity, together with some power of reasoning, had become partially developed, man would naturally crave to understand what was passing around him, and would have vaguely speculated on his own existence.*

**Devotion:** *The feeling of religious devotion is a highly complex one, consisting of love, complete submission to an exalted and mysterious superior, a strong sense of dependence, fear, reverence, gratitude, hope for the future, and perhaps other elements. No being could experience so complex an emotion until advanced in his intellectual and moral faculties.*<sup>44</sup>

**Belief in God:** *The conviction of the existence of an all-seeing Deity has had a potent influence on the advance of morality. His conscience then becomes the supreme judge and monitor. The belief in God has*

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<sup>41</sup> Ibid, p 491 (this is almost a paraphrasing of Socrates' Phaedrus0

<sup>42</sup> Ibid, p 481

<sup>43</sup> Ibid p 488 (see Old Testament: Book of Proverbs)

<sup>44</sup> Ibid pp 468-470

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*often been advanced as not only the greatest, but the most complete of all distinctions between man and the lower animals.* <sup>45</sup>

## **Competition & Collaboration**

**One-on-One Competition:** *When two men of equal mental quality are put into competition, the one who has higher energy, perseverance, and courage, will generally become more eminent in every pursuit, and will gain ascendancy.* <sup>46</sup>

**Teamwork in Competition:** *When tribes came into competition, the tribe with the greater number of courageous, sympathetic, and faithful members, who were always ready to warn each of danger, to aid and defend each other would succeed better and conquer the other.*

**Discipline & Courage:** *How important fidelity and courage must be. The advantage, which disciplined soldiers have over undisciplined hordes follows chiefly from the confidence (trust) which each man feels in his comrades.*

**Self Interest:** *Selfish and contentious people will not cohere, and without coherence nothing can be effected.*<sup>47</sup>

**Advantage of Strong Values:** *Although a high standard of morality gives but a slight or no advantage to each individual man and his children over other men of the same tribe, yet that an increase in the number of well-endowed men and an advancement in the standard of morality will certainly give an immense advantage to one tribe over another. A tribe .... possessing a high degree the spirit of patriotism, fidelity, obedience, courage, and sympathy, were always ready to aid one another, and to sacrifice themselves for the common*

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<sup>45</sup> Author's Note: God's relationship to Man could only be acknowledged once language and learning had progressed in humans to an advanced level where man was capable of embracing the idea of God. Thus, man, who has the advanced intellectual and social power as we now know them, did not embrace God until about the last 4-5,000 years. This is when man shifted a stage and was "created by God, as much as man created an awareness of God's presence."

<sup>46</sup> Darwin, *Descent of Man*, Ibid, p 874

<sup>47</sup> Ibid, p 498 (Clearly Darwin is a firm advocate of "the Greater Good")

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*good, would be victorious over other tribes; and this would be natural selection. Morality is one important element in their success.*<sup>48</sup>

**Progress as a Civilization:** *The wonderful progress of the United States, as well as the character of its people, are the results of ..... the more energetic, restless, and courageous men from all parts of Europe having emigrated during the last ten or twelve generations to that great country, and have succeeded best. A nation which produced ... the greatest number of highly intellectual, energetic, brave, patriotic, and benevolent men, would generally prevail over less favoured nations.*<sup>49</sup>

**On Men & Women:** *Man is the rival of other men; he delights in competition, and this leads to ambition which passes too easily into selfishness. The latter qualities seem to be his natural and unfortunate birthright.*<sup>50</sup> *Woman differs from man chiefly in her greater tenderness and less selfishness. Owing to her maternal instincts, [she] displays these qualities towards her infants to an eminent degree; therefore it is likely she would often extend them towards her fellow creatures.*<sup>51</sup>

## **Reptiles and Mammals**

**Lower animals** ... Terror acts in the same manner on them as on us, causing the muscles to tremble, the heart to palpitate, the sphincters to relax, and the hair to stand on end. Suspicion is the offspring of fear.<sup>52</sup>

## ***Implications of the Darwin Hoax***

Why is Darwin perhaps the most revered, defiled, influential, misunderstood scientist this planet has ever produced? Most who have castigated him, have never been exposed to Darwin's

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<sup>48</sup> Ibid, p 500

<sup>49</sup> Ibid, p 508

<sup>50</sup> Ibid, p 873

<sup>51</sup> Ibid p 873

<sup>52</sup> Ibid, p448

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commentary on the human species, particularly his most revealing observations of the nature of humans.

The implications of the Darwin Hoax and the hijacking of his theory of natural selection has had a massive impact on the behavior of political and business leaders for a hundred and fifty years. The thinking is clearly flawed, and the results have been tragic – wars, inequities, and financial collapses. It is time not just to set the record straight, but to follow a path that will chart a course that will positively change the course of human events.

The torch bearers of Social Darwinism in the latter half of the twentieth century were Ayn Rand (author of *Atlas Shrugged* and *The Fountainhead*) and her protégé Alan Greenspan. Together in 1966 they wrote the book *Capitalism: The Unknown Ideal*, in which they advocated the best government is the least government. In their section on *The Nature of Government*<sup>53</sup> they stated:

*...Men can derive enormous benefits from dealing with one another. A social environment is most conducive to their successful survival – but only under certain conditions.*

*The two great values to be gained from social existence are: knowledge and trade.<sup>54</sup> Man is the only species that can transmit and expand his store of knowledge from generation to generation; ... the second great benefit is the division of labor: it enables a man to devote his effort to a particular field of work and to trade with others who specialize in other fields. This form of cooperation allows all men who take part in it to achieve greater knowledge, skill and productive return on their effort than they could if each had to produce everything he needs, on a desert island or on a self-sustaining farm....*

*A society that robs an individual of the product of his effort, or enslaves him, or attempts to limit the freedom of his mind, or*

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<sup>53</sup> partially excerpted from her prior writing entitled *The Virtue of Selfishness*, pp 294-303

<sup>54</sup> Author's note: an incredibly narrow, narcissistic view of humanity

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*compels him to act against his own rational judgment ...is not a society, but a mob held together by institutionalized gang-rule....*

*If men are to live together in a peaceful, productive, rational society and deal with one another to mutual benefit, they must accept the basic social principle without which no moral or civilized society is possible: the principle of individual rights....*

*... the task of protecting [individual] rights under an objective code of rules ...is the task of government -- of a proper government – its basic task, its only moral justification and the reason why men do need a government. A government is the means of placing retaliatory use of physical force under objective control – i.e. under objective control....*

*...the proper purpose of a government [is] to make social existence possible to men, by protecting the benefits and combating the evils which men can cause one another. The proper functions of a government fall into three broad categories, all of them involving the issues of physical force and the protection of men's rights: the police, to protect men from criminals, the armed services, to protect men from foreign invaders, [and] the law courts to settle disputes among men according to objective laws....The principle ...purpose of law and of government is the protection of individual rights. Today this principle is forgotten, ignored and evaded....*

*Instead of being the protector of man's rights, the government is becoming the most dangerous violator; instead of guarding freedom, the government is establishing slavery; instead of protecting men from the initiators of physical force, the government is initiating physical force and coercion in any many and issue it pleases .... creating a deadly, subterranean reign of uncertainty and fear ... arrogating to itself the power of unlimited whim – so that we are fast approaching the stage....where the government is free to do anything it pleases, while the citizens*

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*may only act by permission; which is the stage of the darkest periods of human history, the stage of rule by brute force.<sup>55</sup>*

A Little Darwinian Humor.....

## **"The Buffalo Theory" of Survival of the Fittest**

—attributed to Cliff Clavin from the TV series: *Cheers*

Well you see, Norm, it's like this... A herd of buffalo can only move as fast as the slowest buffalo and when the herd is hunted; it is the slowest and weakest ones at the back that are killed first.

This natural selection is good for the herd as a whole, because the general speed and health of the whole group keeps improving by the regular killing of the weakest members.

In much the same way, the human brain can only operate as fast as the slowest brain cells.

Now, as we know, excessive drinking of alcohol kills brain cells. But by the laws of natural selection, it attacks the slowest and weakest brain cells first.

In this way, regular consumption of beer eliminates the weaker brain cells, making the brain a faster and more efficient machine.

And that, Norm, is why you always feel smarter after a few beers.

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<sup>55</sup> Author's note: this statement borders on a sociopathic view of personal relationships. Darwin himself that said that human bonding went far beyond survival needs. Sympathy, compassion, and love were inherent in normal humans. The Rand-Greenspan argument speaks only to self-interest and individual rights, but nothing of the individual's responsibilities to the greater good of the whole. In her novels, Rand's heroes are without love, sympathy, and caring, all traits sociopaths cannot connect with. Also note that the Rand-Greenspan view of government has nothing to do with education & schooling, health of people, ensuring good housing, building roads and infrastructures, regulating the financial infrastructure, or any other form of public interest. Greenspan was a close friend of Ayn Rand advocate and Nixon advisor, Charles Colson, who was instrumental in having Greenspan appointed to Nixon's Council of Economic Advisors, which eventually led to his appointment to the Federal Reserve.



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Thus the stage was set for Greenspan, in his role as Chairman of the Federal Reserve, to give free-rein to the banks and financial institutions. Laws to protect the rights and freedoms of the middle class were systematically disassembled, to “let the free market figure it out” (a euphemistic way of saying “he who as the gold rules.” Regulating banks violated the philosophy that the *Government that Rules Least Rules Best*. A false belief in the “objective” nature of humanity laid an entire economic world bare to the encroachments of those who would tear down many of the regulations which were placed on financial institutions as a result of the predations that caused the Great Crash of 1929.

For over a century, the Darwin Hoax has pitted religion against science in needless a battle that polarizes and confounds.

## ***Beware Purveyors of the Myth***

Each of the myths has a common denominator: It was created and perpetuated, by those who benefit from others believing the myth. Often the perpetrators pay academics to provide the “proof” that the myth was true. Then lobbyists use the academic validation to convince legislators. Leaders without Conscience have validated their own unethical behavior by selectively quoting Machiavelli for centuries. Milton Friedman and Alan Greenspan twisted Adam Smith’s proposition. Andrew Carnegie, Herbert Spencer, and Adolph Hitler manipulated Darwin’s thesis.

Purveyors of the myth are usually people<sup>56</sup> who are more interested in advancing their own agendas than in telling the truth. They just remove or omit troublesome details and contradictory evidence to make the facts fit the philosophy. Every political campaign and legal argument is filled with “sound bites” based on this premise. No wonder we don’t trust politicians and lawyers.

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<sup>56</sup> See Altemyer, Bob; *The Authoritarians*; a free download of a study by a Psychology Professor on how certain personalities are swayed by simplistic arguments, or Dean, John; *Conservatives without Conscience*, which details this process in the political arena.

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Some sell phony health cures, others peddle buying gold or silver, or something that caters to our deepest fears – illness or poverty.

Be careful what you believe, because you will manifest much of what you consider to be true.

If you believe in the Divine Right of Kings, you will crush democracy;

If you believe the world is flat, you won't sail across the sea;

If you believe that Blacks can't be quarterbacks in football, you will create the conditions that prove you right;

If you believe that men are smarter than women (or vice versa), then you will create the conditions to prove yourself right;

If you believe that disease is created by the devil, then you won't look for germs.

*Incoherent belief systems yield incoherent results.*

*Coherent belief systems become Grand Unifying Principles*

A multitude of problems arise when we marry ½ truths with ½ illusions or mistruths, (making a “Myth”) passed off as a full truth.

**½ Truth + ½ Lie (Disguised as the Truth) = Misguidance**

A misguided population straddles the fence, confused as to what to do, caught between conflicting data, paradoxical truths, and widely varying pathways to success, becoming prey for misguided leaders to manipulate their minds.

Deceivers wear a thousand masks; deceptions like these hoaxes take a multitude of forms. You may be wondering why, four years after the financial Meltdown of 2008 that an army of banking bandits have not been tried, convicted, and put behind bars. The answer is very simple: in the fifteen years leading up to the Meltdown, the deceivers, under the guise of the authority of people like Niccolo Machiavelli, Adam Smith, and Charles Darwin, tore down the laws that protected people from predators, thus making legal those nefarious deceptions that would otherwise be illegal. In the process

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they created their own immunity from the law, always complaining about the obstructions of regulations.

## ***Challenge your Myths & Beliefs***

In seeking Destiny's Dream, all of us must be sure our belief systems are "cleaned up," meaning that we challenge what we think we know, question the validity of our assumptions, and test the strength of our data that backs up our beliefs.

All too often we cannot get our lives on track when we have not thought through the foundational beliefs of our lives, accepting simply what was handed down to us, passed off as the truth. I don't mean to imply that everything our culture feeds us is a lie, nor is everything so open to questions that we are forever asking questions and never finding sufficient answers to build a foundation for effective action. That would be foolish. But certainly when someone says: "Everyone's doing it!" start asking questions.

## ***THE ULTIMATE LIFE-CHANGING BELIEF***

In the grand plan of one's life, the most important of your belief systems is whether you believe in a higher power than yourself. No other belief decision will have a greater impact on how you see the world, how you make choices, and how you attain wisdom and insight into the nature of humanity, how you exercise your conscience, how you integrate the drives of the ego with the drives of the soul, how you set your own vision of destiny, if you will be guided by the interplay of your soul and self-interest, or your self-interest, and ultimately how you and others regard your own personal value.

One option, which can create great dangers, is to deny the existence of a higher force. This is the choice of the atheist. Belief in a higher force is not just the purview of religion. America's Founding Father's<sup>57</sup> all believed in a deity greater than they. The

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<sup>57</sup> All the Founding Fathers had a strong belief in a stronger, higher, more righteous Almighty. Their beliefs ranged from traditional Christianity, to

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choice to embrace *atheism* (the denial of a higher authority) would inevitably leave a gaping void in moral character, leading man to embrace demagogues – humans who perpetrated the deceit of their god-like prowess into positions of power.<sup>58</sup>

While atheism is a protected right under the Constitution, the Founding Fathers personally rejected this option because of the larger consequences it had on society. Atheism, to work in a society has to adhere to a strict set of moral principles. The importance of a moral compass established by a higher authority – far beyond politics and power -- is the primary reason for America having the motto “In God We Trust.”<sup>59</sup> They judged, and rightly so, that atheism carried the nihilism virus, which could cause a plague of self-centered immorality and heroic materialism, all to the demise of democracy.<sup>60</sup> Ancient Greek philosopher, Polybius<sup>60</sup>

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seeing Christ as the greatest philosopher of God (Jefferson), to pure Deism (Thomas Payne). Most of the Founding Father's were also Masons, whose order fully accepted Judaism, and thus protected fully under the Constitution. (See Washington's letter to the Touro Synagogue, Aug. 1790)

<sup>58</sup> Think of Hitler, or Charles Manson, or any of the frauds who have conned humanity – every era has fostered some evil upon the world through demagoguery.

<sup>59</sup> It's important to make a distinction between *fundamentalist* views of religion and *philosophical (love of wisdom)* practice of religious beliefs. Fundamentalism has two major dangers. First it leads one down a path that accepts all ancient texts as “truth.” The fact of the matter is that most religious texts contain major contradictions that are irreconcilable (see Volume Three - *Dancing with the Holy Spirit*) leading to dissonant behavior. Secondly, Fundamentalism, in itself, leads to a self-righteous judgment about whose religion is “right” or “wrong,” thus condemning outsiders to hell, which leads to an *infidel jihadist* approach to the world, the ideal of religious freedom be damned. The *philosophical (wisdom)* practice regards all those who believe in God are given the Constitutional right to choose their personal interpretation of a higher power (within boundaries to do not violate other's rights).

<sup>60</sup> Demagogues have been a problem for democracy since at least the 5th century BC, when the populist tanner Cleon—a charismatic speaker and trenchant critic of the prominent Greek statesman Pericles – gained control of the Athenian assembly. He attacked the aristocracy and played upon the

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(with whose writing the Founding Fathers were intimately familiar), and James Madison all argued that demagogues<sup>61</sup> inevitably unravel democracies.

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emotions and prejudices of his fellow citizens. Of him Aristotle wrote: "He was the first who shouted on the public platform, who used abusive language and who spoke with his cloak girt around him, while all the others used to speak in proper dress and manner."

<sup>61</sup> from Wikipedia: A demagogue (from Greek meaning a popular leader fueled by a mob) or rabble-rouser is a leader in a democracy who gains popularity by exploiting prejudice and ignorance among the common people, whipping up the passions of the crowd and shutting down reasoned deliberation. Demagogues overturn established customs of political conduct, or promise or threaten to do so. Demagogues have appeared in democracies since ancient Athens. They exploit a fundamental weakness in democracy: because ultimate power is held by the people, it is possible for the people to give that power to someone who appeals to the lowest common denominator of a large segment of the population. Demagogues usually advocate immediate, forceful action to address a national crisis while accusing moderate and thoughtful opponents of weakness or disloyalty. What distinguishes a demagogue is how he or she gains or holds democratic power: by exciting the passions of the lower classes and less-educated people in a democracy toward rash or violent action, breaking established democratic institutions such as the rule of law. James Fennimore Cooper in 1838 identified four fundamental characteristics of demagogues:

- They fashion themselves as a man or woman of the common people, opposed to the elites.
- Their politics depends on a visceral connection with the people, which greatly exceeds ordinary political popularity.
- They manipulate this connection, and the raging popularity it affords, for their own benefit and ambition.
- They threaten or outright break established rules of conduct, institutions, and even the law.

The central feature of the practice of demagoguery is persuasion by means of passion, shutting down reasoned deliberation and consideration of alternatives. Demagogues pander to passion, prejudice, bigotry, and ignorance, rather than reason.

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Great scientists like Einstein<sup>62</sup> and Edison<sup>63</sup> all sought to determine the inner architecture of the “Grand Designer.”

The third alternative between atheism and God is to be agnostic. This means, literally, to “not know,” to weigh both acceptance and denial in equilibrium. The agnostic can find intellectual reasons for and against each position. Essentially it means to abstain from making a decision. Of course, this choice, like the other options, is personal one. But every position and decision in life has consequences. The consequences for the agnostic is how they deal with issues of conscience and moral character development. Equivocating on these issues is faulty judgment, the agnostic must hold firm on moral issues without the stabilizing power of an Almighty superior standard to guide them.

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<sup>62</sup> Einstein, Albert; *What I Believe*; 1930, “To sense that behind everything that can be experienced there is something that our minds cannot grasp, whose beauty and sublimity reaches us only indirectly: this is religiousness. In this sense...I am a devoutly religious man.” In response to a young girl who had asked him whether he believed in God, Einstein wrote: “everyone who is seriously involved in the pursuit of science becomes convinced that a spirit is manifest in the laws of the Universe – a Spirit vastly superior to that of man.” During a talk at Union Theological Seminary on the relationship between religion and science, Einstein declared: “the situation may be expressed by an image: science without religion is lame, religion without science is blind.”

<sup>63</sup> Lathrop, George Parsons; *Talks with Edison*; Harper’s Weekly p 435 Volume 80 1890 “I do not believe that matter is inert, acted upon by an outside force. To me it seems that every atom is possessed by a certain amount of primitive intelligence. Look at the thousand ways in which atoms of hydrogen combine with those of other elements forming the most diverse substances..... Gathered together in certain forms the atoms constitute animals of the lower orders. Finally they combine in man who represents the total intelligence of all the atoms. [This intelligence comes from some power greater than ourselves.]The existence of such a God can, to my mind, almost be proved from chemistry.”

## **The Power & Limits of Beliefs**

Be careful of what you believe, because those with limited beliefs are limited in their range of thinking, perception and action. There's a story about an old farmer along the Mississippi whose house was threatened by a flood.

The day before the flood was to hit the old farmer's house, a policeman knocked on his door, warning him to evacuate.

The farmer declined, saying the house had never been flooded in all his years, further stating that the Lord would protect him.

The next morning, the water was up to his door step, and a rescue worker came in a fishing boat, offering to bring the old man to safety.

Again he declined, saying the house had never before been flooded. The Lord would protect him.

Finally the flood waters rose upward, past the first floor, then past the second floor, driving the farmer onto the roof.

A helicopter hovered above offering a rescue. For the third time the farmer declined, saying the house had never been flooded in all his years. The Lord would protect him.

Then the raging waters swept him away and he drowned.

At the Gates of Heaven, the farmer demanded of the Lord a reason why he had drowned; after all he had faith in the Lord that the Lord would provide.

The Lord responded:

"First I came in a police car, and you rejected me. Then I came in a row boat and you rejected me again. Finally I came in a helicopter, and you rejected me a third time....."

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## CHAPTER TWO: CHANGING YOUR COURSE OF FATE

Christ professed in the Gospel of Thomas, the Kingdom is right before your nose, in your own field, ready to be discovered; and then enormous rewards will be reaped.<sup>64</sup>

The Keys to the Kingdom are available to those who seek deep wisdom, can discriminate fact from fiction, truth from falsehood, and take action to convert vision and ideals into action which becomes destiny.

### *WHO AM I?*

### WHO AM I?

**H**as your character become ingrained into your identity? If not, a person becomes detached from their inner guiding forces, resulting in a tangled external façade reflects the inner turmoil that's tearing around inside.

### *PART I: IDENTITY AND EXPERIENCE*

Answering the question: "WHO AM I?" is one of the core-questions of one's very existence because one's identity has massive impacts on one's fate. This question is central to the formation of one's identity and one's perception of self-worth in their world. (And while vital and pivotal to human existence, it is not addressed adequately by our educational system) The answers follow four typical paths based deeply on how each individual answers the question: WHO AM I?

#### 1. MY DESTINY:

- I aim at becoming the highest and best vision of my Soul that reflects my personal purpose, mission, and vision for creating a better world.

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<sup>64</sup> See Volume Three, Dancing with the Holy Spirit, Appendix Five



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- My Ego supports and aligns with the guidance of the Soul.
- **I am the future vision of my highest possibility** and I am the values that support that vision.

## 2. **MY STRUGGLE:**

- I am the inner struggle between my Soul and Ego.
- Inherent conflict between the four drives compels me to endure an inner battle, which is the source and the angst I reflect in my life.
- **I am my angst, my pain;** my inner turmoil is what matters most.

## 3. **MY WANDERINGS:**

- I am my meaninglessness;
- I am pulled in many directions, confused, conflicted, unsure, often taking the safe route to reduce pain and ameliorate fear, thus I am everything and nothing;
- **I am a jumbled confusion** masked in material meanings of life.  
(in other words, I really don't know who I am and really don't care or I have given up caring or caring was so painful that I just don't want to face that hurt any more. )

## 4. **MY EXPERIENCE:**

- I am what I have experienced in life – good or bad. Whatever has been my history is the permanent map for my future – my past gloom will be my future doom.
- Thus my past will mean I become victimized by whatever past pain, hurt, guilt, and disappointment has brought me.
- **I am a projection of my Ego's interpretation of the past;** success, failure, incompetent, powerful, etc are all the

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words of the Ego defining my dealing with the challenges I have faced.

5. **MY SEXUALITY:**

- I am defined by my sexual preference, my passions, my partners, my plumbing.
- My sexual identity will define how I think, feel, and relate to others

6. **MY SOCIAL RELATIONSHIPS:**

- My social media “friends” define who I am and what I should be to be “liked.”
- The people I surround myself with define and guide my thinking, my deepest beliefs, my responses to the world around me, and the things I value most.
- Without my “friends” I would be isolated and rejected.

Let's look at the typical answers to the question WHO AM I? (try this at a social gathering and see what you get for answers) when one defines their essence from the perspective of my “Experience”:

Experience – 40 years solving computer problems....  
History – come from family migrating from Poland....  
Success – started 3 highly profitable businesses....  
Affiliation – member of black knights gang in ...  
Highlight Event – survivor of concentration camp....  
Education – graduated cum laude from....  
Military – served 20 years in Marine Corps....  
Neighborhood – Floridian from Miami....  
Profession – doctor, lawyer, hairdresser....  
Survival – cancer survivor of 5 years....  
Age – 72 years old and retired....  
Role or Profession – mother, doctor, plumber....  
Religion – Christian, Jew, Atheist

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Status – homeowner with condo in....  
Sex – male, female, hetero/homo....  
Physical – weightlifter, sexy....  
Sensitivity – tough, gentle....  
Interests – car collector, skier....  
Marital Status – married, single, divorced....  
Nationality or Ethnicity – African-American...  
Employment Status – employed, between jobs...  
Financial condition – rich, poor, up-and-coming....  
Pride – inducted into the Hall of Fame....  
Goals – to become a millionaire by the age of.....  
Social Status – leader of my team....  
Illusion – successfully accomplished .....  
Victimization – my father raped me when I was .....  
Struggle – I’ve never been able to...Etc, etc...

What’s notable about these common responses is they have nothing to do at all with the most important trait of personal identity – CHARACTER.

Most of these answers come from the one’s ego, which needs to impress and protect. (BTW, I don’t think the ego is bad or demonic, especially when guided by one’s soul).

When Identity and Experience become intertwined, one can never separate what's happening in their daily life with who they believe they actually are. Thus, if their experience is happy or positive, it is reflected in their attitude (which is okay if everything is going well). But the consequences are severe should they experience a "bad" day, which results in a "bad" attitude, which in turn creates more bad experiences, and ultimately a depressed or morose or angry identity.

The Resilient person does not attach an adversity experience to their identity. This detachment enables them to bounce back, not weighed down by historic baggage of past experience.

The real potential is not just to bounce, but to use the adversity experience as propulsion to a higher level.

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In other words, let the adversity become a transformational experience -- to be born again at a higher level.

Knowing the answer to "Who am I?" is essential if you are to trust yourself, and to be trusted by others. A strong, integrated character is more important than intelligence and smartness, for character is the foundation of wisdom and the path to the soul.

In the larger view, I really don't much care for people who are intelligent but lack character, for they can never be wise nor soulful, which means they lack a well-developed conscience, and thus cannot be in my inner circle of friends.

*"You'll never decide what you want  
until you've decided who you are."*

- Noel Coward

*"As Soon As You Trust Yourself,  
You Will Know How To Live."*

- Johann Von Goethe

Trusting oneself means alignment of personal values into an integral whole - otherwise known as "integrity," with clarity of direction - otherwise known as "mission & purpose."

# *Lifting Ourselves to a New World that Works*

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## ***PART II: CHARACTER-BASED IDENTITY***

How do people who've had that kind of transformational experience view the world? Every once in a while you meet a totally unique person who answers the question, "WHO AM I?" very soulfully. They define themselves from a different place, from which character has defined and developed their identity. Typically these people will be disarmingly humble (soulful) in answering the question:

Vision – the possibility that....  
Values – the most important values are....  
Destiny – God put me on this earth to....  
Purpose – devotion to this noble cause....  
Commitment – dedication to solving....  
Learning – from my failures I now see....  
Quest – seeking the understanding of....  
Giving – serving those who....  
Impact – making a measurable difference by....  
Integrity – dedication to walking the talk....  
Conscience – it's just the right thing to do .....

Relationships – aim to be the best friend anyone....

These people's character is sourced not from their ego, but from their soul. They define success much like what the great sports coach John Wooden advocated:

*Success is peace of mind which is a direct result of self-satisfaction in knowing you did your best to become the best that you are capable of becoming.*

It is in this shift from ego and self-interest to soul and embracing the greater good, that character is formed.

Thus the formation of character involves an "identity shift," without which a human being is merely a pawn in the hands of a crafty and potentially omnipotent culture.

***"Character becomes Destiny"***

- Heraclitus, Greek 500BC

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The ideal of character should never be diminished or dismissed.

It is the hallowed core of humanity, of dignity, of reason, of purpose, and of a trusted life lived to its fullest.

Martin Luther King's 1963 speech is one of the most moving and energizing pieces of literature ever delivered to an audience that was hanging on his every word:

I say to you today, my friends, that in spite of the difficulties and frustrations of the moment, I still have a dream. It is a dream deeply rooted in the American dream.

I have a dream that one day this nation will rise up and live out the true meaning of its creed: "We hold these truths to be self-evident: that all men are created equal."

I have a dream that one day on the red hills of Georgia the sons of former slaves and the sons of former slave owners will be able to sit down together at a table of brotherhood.

I have a dream that one day even the state of Mississippi, a desert state, sweltering with the heat of injustice and oppression, will be transformed into an oasis of freedom and justice.

I have a dream that my four children will one day live in a nation where they will not be judged by the color of their skin but by **the content of their character**.\*

I have a dream that ....when we let freedom ring, when we let it ring from every village and every hamlet, from every state and every city, we will be able to speed up that day when all of God's children, black men and white men, Jews and Gentiles, Protestants and Catholics, will be able

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to join hands and sing in the words of the old Negro spiritual, "Free at last! free at last!"

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\* I fear that this last point about *character* has been lost, and has little meaning to our society today. Of all the MLK's points, this one makes the biggest difference for future generations

## ***SETTING YOUR PERSONAL COURSE OF DESTINY***

How and where does one start? One might be tempted to fling oneself headlong into making a big difference in the world by confronting the great problems of society – government, business, healthcare, education, crime, among others.

### ***1. Starting with Every Day Attitude Choices***

No, it starts at the beginning of the path with cleaning up your own house – in the little every day choices we make about “being;”

*Thinking forward not backward...*

*Being Hero not Victim ...*

*Filling our minds with Visions & Dreams not Resentments...*

*Choosing to be Positive not Negative...*

*Encouraging others over Blaming & Criticism...*

*Being In the Moment not in the Past...*

*Joyful not Sad...*

*Inquiring not Blameful....*

*Helpful not Hurtful...*

*Caring not Selfish...*

*Good not Bad...*

My “every day” is a set of choices; all of my life’s “every days” make up my essence, my future, and my very being.

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## 2. *Getting in Shape Means Building Character*

To travel destiny's pathway, one must "be in tip-top shape." Destiny's Dream is at the top of a mountain you must climb, and the journey will require you to physically, mentally, spiritually, and morally. No, it won't require money, your major expense will be time, not cash.

Being "in shape" first means having "character," something that doesn't happen overnight, nor is it a program one buys on the internet.

As discussed in Volumes Four and Five, character is a multi-dimensional framework for living a successful life. I'll summarize some of the components briefly here:<sup>65</sup>

### **Love of Honor**

Remember the idea of *Philotimo* (Greek: *Love of Honor*) which means a special obligation never intentionally to harm another's sacred ground. It implies a dignity in treating others, yielding one's self-interest for the *greater good of all*, and honoring God by aligning with His purpose for our lives

### **Trust**

This is being true to the highest standards, acting honestly with integrity – doing we do what we say we'll do, without deception or twisted intention. It means being reliable, demonstrating courage to always do what's right, and being loyal – standing by our family, friends and country, letting our lives be led by our highest vision and values

### **Fairness**

Treating others with deep respect, caring, and consideration. using good manners, not bad language, never threatening, harm or taking advantage of others. To always deal

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<sup>65</sup> See [www.CharacterCounts](http://www.CharacterCounts) for more ideas about this process



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peacefully with anger, insults and disagreements , and playing by the rules, thus winning with honor.

## **Commitment**

Demonstrating the courage of your convictions to doing what's best and right. Being passionate about holding high virtuous values. Persevering against the odds. Using self-discipline to be accountable and responsible for the choices that create our Destiny. Thinking, listening, and considering the consequences before acting.

## **Teamwork**

Regarding others with whom we have as family, friends, or teammates as a Brother-Sisterhood in a Spiritual Community. Being compassionate, showing caring, Expressing gratitude, and forgiving others. Avoiding blaming, asking for help. Listening to teammates' expectations, giving 100% effort, because its expected, and leaving no one behind.

## **Personal Growth**

Always seeking to improve, listening with an open and creative mind, sharing to expand possibilities. Embracing differences with others who think differently, co-creating, unifying and synergizing. Turning breakdowns into breakthroughs. Making a dedication to life-long learning.

## **Citizenship**

Helping other people in need, doing our share to make our world & community a better than when we inherited it. Creating the greater good for our communities, Being a good neighbor. Respecting laws, rules, & authority. Protecting the environment.

These seven elements of character get your "in shape," giving you're the fortitude, resilience, and strength you will need to launch the journey to Destiny's Dream.

# Destiny's Dream

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## 3. Finding Mission & Purpose

Steps 1. and 2. (above) need not be completed or perfect before engaging in the key choices that must be sorted through to find Destiny's Dream.

Throughout these volumes, the idea of finding one's mission and purpose is central as one of the most important endeavors of one's life.

Without a sense of mission and purpose, one's identity is unclear, and one's personal value is elusive or difficult to define. It answers the key questions:

Who Am I? Who are WE? What is to become of US?

Everyone born on this planet has a purpose in life.

For some, the purpose is a *noble cause*, perhaps to find a cure to cancer, or lead a major movement to bring peace. For many others on the planet, *noble cause* may not be in their stars. Instead, their mission is *honorable purpose* – to be a great parent, to open a shop that sells good products at a fair price, to be a teacher of children, or to be a fine mechanic fixing cars to make them safe to drive. Be assured that no one on the planet is here to pursue “dishonorable purpose,” even if that's the ignoble choice they make.

### Four Pathways to One's Destiny

Most people, when faced with the question of their destiny, tend to choose one of four pathways in answering the core question: “Who am I?”

1. **I am MY DESTINY:**

- I aim at becoming the highest and best vision of my Soul that reflects my personal purpose, mission, and vision for creating a better world.
- My Ego supports and aligns with the guidance of the Soul; my Ego empowers my Soul, creating synergy.
- I am the future vision of my highest possibility.
- I am the values that support my vision for the future.

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## **2. I AM MY STRUGGLE:**

- I am the inner struggle between my Soul and Ego.
- Inherent conflict between the four drives compels me to endure an inner battle, which is the source and the angst I reflect in my life.
- I am my angst, my pain; my inner turmoil is what matters most.

## **3. I AM MY EXPERIENCE:**

- I am what I have experienced in life – good or bad.
- Thus I am my past and I become victimized by and reactive to whatever past pain has brought me.
- I am a projection of my Ego's interpretation of the past; success, failure, incompetent, powerful, etc are all the words of the Ego defining my dealing with the challenges I have faced.

## **4. I am MY WANDERINGS:**

- I am pulled in many directions, confused, conflicted, unsure, often taking the safe route to reduce pain and ameliorate fear, thus I am everything and nothing.
- I am my meaninglessness (who gives a damn!).
- I am a jumbled confusion masked in material meanings of life. (in other words, I really don't know who I am and really don't care or I have given up caring or caring was so painful that I just don't want to face that hurt any more. )
- I have no clue who I am, so I will be an "adrenaline junkie" pushing myself to the limits of physical endurance to show how tough I am.

The first discipline in finding one's destiny is to choose the correct pathway, avoiding paths 2, 3, 4. If you get trapped on these paths, the journey will be long, arduous, and will not bear sweet fruit – you will unhappily eat from the Tree of Knowledge & Evil.

# Destiny's Dream

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## Envision Your Dream

James Allen, in his book *As a Man Thinketh* expressed the path to Destiny's Dream with these uplifting words:

*Dream Lofty Dreams,  
And As You Dream,  
So Shall You Become.*

*Your Vision is the Promise  
Of What You Shall One Day Be;  
Your Ideal is the Prophecy  
Of What You Shall At Last Unveil.*

*The Greatest Achievement was  
At First and for a Time a Dream.  
The Oak Sleeps in the Acorn;  
The Bird Waits in the Egg;  
In the Highest Vision of the Soul  
A Waking Angel Stirs.*

*Cherish Your Visions;  
Cherish Your Ideals;  
Cherish The Music  
that Stirs in Your Heart,  
The Beauty  
that Forms in Your Mind,  
The Loveliness  
that Drapes Your Purest Thoughts.  
For Out of Them Will Grow  
All Delightful Conditions,  
All Heavenly Environment;  
Of These,  
If You Remain But True to Them,  
.....Your World Will At Last Be Built!*

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Take the time to envision your own dream. Write it down. Write a story about it. Tell the story to others. Ask others who are honorable and trustworthy to help you articulate the dream. (Make them a part of your “Destiny Team.” If ideas come in the middle of the night, turn on the light and write them down. Your dream may come in fragments – eventually these parts will form a whole.

More often than not the Holy Spirit will give you whisperings in her soft voice when you are relaxed and least expecting it. She may come when you are in church; or in solitude walking on the beach or in the woods; or in your waking moments early in the morning, or while in the shower. When she whispers, be sure to turn off the rest of the world and listen.

### **Avoid a Common Trap**

It’s probably the most common trap among humans that sets them on a path to let the outside world determine their destiny. Martha Lawrence, wife of my mentor, Paul R. Lawrence, probably said it best when asked why she didn’t go to graduate school. She remarked that she didn’t want the school to define her identity before she had a chance to.

Martha was conscious that a graduate school would have a strong impact on defining, refining, and even confining who she thought she was and how she could evolve, blossom, flower, and flourish in this world.

Others fall into the same trap via relationships. They partner with someone hoping to find their real self amidst a chaotic relationship with another person who is equally confounded about who they are.

*The mating of two turkeys an eagle doth not make.*

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## ***LOVE OF WORK, DEVOTION, & COMMITMENT***

In the building of character, one's work and one's experience can be creatively transformed into art and then magnified into action, if our hearts and minds are conduits of a much greater and mightier purpose -- if we see ourselves as benefactors of a conscience ordained by divine order; in this way we meld love into work as we express our character – thus manifesting our identity with our destiny. It takes discipline, which means.....

### ***The Love and Art of Work***

Mastery of the art melding identity with work is an art that is actually not about work itself.

Work can be transformed into art, and magnified into action, if our hearts and minds are conduits of a much greater and mightier purpose -- if we see ourselves as benefactors of the flow of the two divine energies – love and creation – and channel these energies through us into the building of our world. Kahlil Gibran probably understood this phenomenon best as he observed in *The Prophet*:

*When you work you are a flute through  
Whose heart the whispering of the hours turns to music.*

*When you work you fulfill a part of earth's furthest dream  
Assigned to you when that dream was born,  
And in keeping yourself with labour you are in truth loving life.  
And to love life through labour is to be intimate  
With life's inner most secret.*

*All work is empty save when there is Love;*

*And when you work with love  
You bind yourself to yourself,  
And to one another, and to God.*

*And what is it to work with love?  
It is to weave the cloth with threads drawn from your heart;  
It is to build a house with affection;  
It is to sow seeds with tenderness*

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*And reap the harvest with joy;  
It is to change all things you fashion  
With a breath of your own spirit,  
Work is love made visible.*

*And if you cannot work with love but only  
With distaste, it is better that you should leave your work  
For if you grudge the crushing of grapes,  
Your grudge distills a poison in the wine.*

*And if you sing though as Angels, and Love not the singing,  
You muffle man's ears to the  
Voices of the day and the voices of the night.*

St. Francis of Assisi explained this divine process as creative energy:

*The person who works with their hands is simply a laborer;  
the person with their hands and minds a craftsman; and  
with their hands, mind, and heart, a true artist.*

The laborer and the craftsman “work hard,” the artists “works in wonder.” Our lives and our work can be a sacred art, one for which we need to take the time and to make the effort to become masters. Aristotle commented that:

*The aim of true art is to represent not the outward appearance of things, but their inward significance.*

In other words, life itself can be -- and the building of character is -- a sacred art.

We mold and shape and design the moments which collectively represent our day, tuning our perceptions and awareness to see and hear what others do not, then amplify and configure these small signals into a larger tapestry of meaning, upon which we become empowered to create action.

We must cherish deep wisdom and pass it on to others as our gift, as an act of our love, our caring, and our commitment to our larger purpose.

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However, love and creativity alone are not enough; no work of art can be created without two other key ingredients: devotion and commitment.

## ***Commitment***

It's been said: commitment is what transforms a promise into reality; it is the words that speak boldly of our intentions, and the actions which speak louder than the words; it is making the time when there is none, coming through time after time after time, year after year after year.

Commitment is the daily triumph of integrity over skepticism, of vision over fear.

Commitment gives us the discipline to attain a mastery of our lives, of our own personal duty to build our character.

## ***Devotion***

Never should devotion and commitment be confused with "working hard." Devotion is sourced from the soul; a love and dedication for something higher than ourselves, an ideal, a beauty, a goodness that transcends the mundane. St. Francis knew:

*"It is in forgetting oneself that one is found."*

The devoted person sees themselves not as the cause of anything, but as an instrument or vehicle or conduit through which some greater power can be exerted to achieve a greater purpose. Devotion gives us the zen-like presence to be "in the moment," never to be enslaved by our discipline.

Devotion allows the master to see past the dogma and prescriptions of the discipline, to touch the hearts and souls of the group, to transcend the dictums and feel the pain, to touch the heart, to manifest the vision of those who seek guidance.

Thus the master is never above and never below, but always by one's side.

In building our personal character, we mold and shape and design the moments which collectively represent our day.



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We, as humans, are endowed with a gift to tune our perceptions and awareness to see and hear what others do not, then amplify and configure these small signals into a larger tapestry of meaning, upon which we can be empowered to create daily action demonstrating our devotion, our caring, and our commitment to our larger purpose.

That is the formation of character, identity, and ultimately, destiny.

## *Self Confidence*

So much is made today about creating self-confidence in today's youth, who are so consumed with identity, acceptance by their peers, and pressure from social media. Much of the effort to build self-confidence is misdirected.

Let's look at the word *confidence*.<sup>66</sup> It means *trust* and *resilience*. A person who wants self confidence must trust themselves, bringing their diverse interests and desires together, into an aligned, unified inner integrity -- into a strong set of core values.

All-too-often efforts to build self-confidence are terribly misguided. Some kids are given an exorbitant amount of praise and positive reinforcement, often to the point of delusion. Some are rewarded with trophies just for participating in something, regardless of their contribution. Others attempt defeat self-loathing to foster self-love, to the edge of narcissism.

Great people never want undeserved acclaim, and never think of loving themselves. Their emphasis is on *personal integrity, service to others, and what's in the interest of the greater good*. In other words, self-confidence means to *trust yourself* – your values, your intentions, your integrity to do the right thing, your own sense of purpose and mission, and your inner character to stand strong under pressure and adversity.

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<sup>66</sup> From the Latin *con* (to join, unite, bring together align) and *fidere* (faith, trust, fidelity, loyalty)

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A better way to build confidence is to build one's own sense of trust and the discipline to be a pillar of strength. (see Rudyard Kipling's Poem "If"). Here are a few questions to ask:

How committed am I to doing the right thing, regardless of who likes me?

When I'm wrong, am I willing to apologize and take corrective action?

Do I find peace, seek harmony, and build unity in the caldron of turmoil?

How willing am I to tell the truth, even if it makes me look bad?

How disciplined am I to travel the high road?

Am I willing to inspire, enthuse, and set a positive example?

Am I a person dedicated to good deeds, not just words?

Do I have the courage to intercede when a wrong is being done?

Am I willing to temper my adept knowledge with real wisdom?

Am I committed to being true to my word?

Am I willing to be humble in the face of glory?

Am I dedicated to a personal mission that builds a better world?

Am I willing to serve my fellow man honorably?

Is my soul and conscience my guiding spirit in my life?

Can I do the right thing without being arrogant or self-righteous?

Am I dedicated to bringing out the best in others?

Can I be skeptical enough to learn, but not succumb to cynicism?

Can I be knowledgeable without being too smart?

Can I apply the Golden Rule to all my interactions in life?

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Do I give devotion and respect to a higher authority?

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## ***Peacemaking***

Blessed are the peacemakers,  
for they shall inherit the earth.

But also ...

Cursed are the peacemakers,  
for they well-likely be shot by both sides.

## **Create a Map**

First, find a large piece of paper (flip chart size or ask for one from a restaurant that uses paper table cloths).

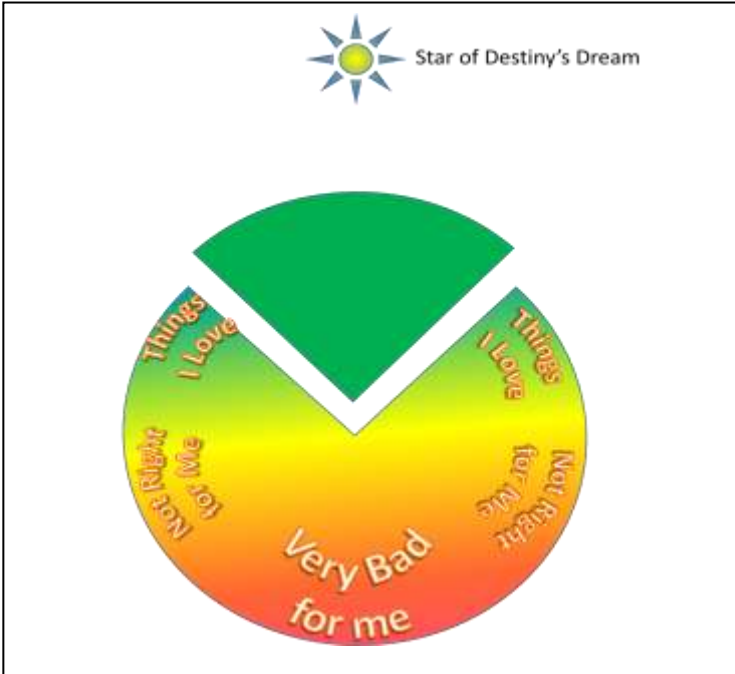
Next, with a marker, draw a large circle that looks like this:



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Then label the circles like this:



## Exclusions

Get a pencil and eraser, because this next step can mean a lot of refinements that your first round of thinking doesn't capture. You might want to use Post-It Notes to move things around or if you have too much information you can layer the notes on top of each other.

Next, let's get the "junk" in life out of the way. In the lower half of the circle, start with things that you know are bad for you. In pencil start listing the types of activities or environments that are poison to you - those things, people, or situations that are harmful or damaging to your soul and spirit. Things that are evil, angry, vindictive, and obviously harmful to others go in this area.

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Then on the lower sides of the circle, begin listing those things that, while not evil, just aren't right or good for you. It could be certain types of people, certain professions, certain activities, or the like. Remember, you get lots of chances to refine and revise, so you don't have to get it perfect in the first round.

As things come to you, jot it all down. You can use a journal to make deeper notes. Recall stories you've read in the newspaper, class, or have experienced in your life that highlight the difficult stuff that you don't want as part of your life in the future.

Then in the upper corners of the lower circle, start to map out the things that you love to do or experience. These can be hobbies, sports, types of friends, unique interests, or exciting challenges. Some of these will be "incidental" things that are just fun and interesting. Other things will contain the "seed" or "kernel" of your Destiny's Dream. Don't assume Destiny's Dream is what you "love to do" or are "passionate about," it *may* not be.

For example, a dear friend, Stanley, loved to sail and love to restore historic boats. He loved this so much, he quit his job to become a boat builder to recreate in modern materials some of the best designs of yesteryear. He was very successful as the market responded positively to his new craft.

But a recession hit, Stanley went bankrupt, lost his marriage and his home, and became hopelessly depressed and died.

Stanley confused what he was passionate about with his highest and best destiny. Many people (and advisors) tell you to do what you are passionate about – it's not necessarily good advice unless you go through the next steps.

### **Heroes & Guiding Principles**

This next step may be a bit difficult or time consuming if you've never done it before this. There are several parts to this step:

Part One: *List Your Heroes*, the people you truly admire and who have set an example for a life well lived. These can be people from

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history, from current events, from your own life, or even mythical heroes like Merlin.

The list can be as long as you want, but no fewer than four.

If you don't have any you can think of, then it's time to start doing some detailed thinking, research and reading. In finding your destiny, it is often extremely helpful to reflect on the lives of others to understand what it was that attracted you to them.

Part Two: *Identify Heroic Qualities*. As you list your heroes, identify what, in particular, it was/is that you admire about them. What qualities? What ways of responding to challenges? What did/do others admire about them?

As you think this through, you may have too many notes to put on the chart, so try using a journal first.

Then find the primary themes/qualities in your heroes' lives that truly strike your heart and soul. List these out, and put them in the upper quadrant of the map.



Part Three: *My Guiding Principles*. Then draw a wedge aiming to the Guiding Star of Destiny, as in the picture.

Now, examining your heroes, ask the question:

What were/are their "Guiding Principles?" (see Chapter Six in Volume One for several examples of Guiding Principles)

If your heroes are still alive, interview them if possible to find out what guides them. If they are historic figures, you may have to extrapolate their Guiding Principles from their histories.

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Choosing people from whom to learn can provide a great inspiration and example. If you have no heroes in life, you have no grounding in defining who you are. My heroes early in my life were:

Thomas Edison  
Teddy Roosevelt  
Bobby Kennedy  
Albert Einstein  
Leonardo Da Vinci

I have several dozen books about these people in my library and they have served as role models for me in life. As I grew older, several others were added to my list, including:

Socrates, Plato & Aristotle  
(a combination of teacher-mentor relationships)  
Christ  
George Washington  
Mahatma Gandhi  
Franklin Roosevelt

Choose heroes that sing to your soul. Read about them. Watch documentaries about them. Find out how they overcame their obstacles. Discern their Guiding Principles. How did they deal with their shortcomings? What did they do that made their stars shine? (See Appendix Two for more details about how to dig deeply into their unique “Source Code.”)

Make them your mentors and have conversations with them. Ask them what they would do if faced with your circumstances.

Then it’s time to write your Guiding Principles. Reread Chapter Six in Volume One, consulting the examples. This may take some time. They should all fit on one type written page.

Share your Guiding Principles with your Destiny Team, closest friends, and colleagues to determine if these reflect what you really are. Be sure to ask only those people with good character. If there is a priest, rabbi, minister, or guidance counselor that you are fond of, ask them to join your Destiny Team to help refine the Guiding Principles.

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Don't be concerned if this takes several months and it takes many drafts to get it right – mine did. The clearer you become with the Guiding Principles, the closer you will reach to your Guiding Star of Destiny's Dream. This will start to bring you clearer to why God put you on this earth, and your individual mission.

Find a personal mentor or coach who is willing to help you emulate your guiding principles and challenge you to be the best you can be.

In my own case, after creating my Guiding Principles, it became clear there was no profession that currently existed in which I could achieve my destiny. I had to create a whole new profession that had never previously existed on the planet: The Association of Strategic Alliance Professionals, which now has thousands of members and dozens of chapters around the globe. As my life progressed, destiny's path took me more and more toward teaching, changing institutions that were ready for a major shift, and then writing books like this.

As you progress in the journey, remember:

- The Dream was put inside you when you were born
- The Holy Spirit will speak the Dream to in a soft voice
- The Dream will be embedded in your Guiding Principles
- Destiny's Dream is closely affiliated with the Divine Energies of God (Love & Creation)
- Often Destiny's Dream is attached to Synergy, (as reality or metaphor)

Destiny's Dream will be torn asunder by if you let your Ego and its reptilian energies tell you "it's too hard," or "you will fail," or "this isn't a get rich quick scheme."

Then challenge yourself with the difficult questions on your journey:

- A. Why are each of these Guiding Principles important?



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- B. Does each of them help define me?
- C. When I die, could I reflect back on my life and be proud of these?
- D. How do I defeat myself? In what ways do I be less than what I aspire to be? How I undermine myself?
- E. How do my doubts and fear damage my dream?
- F. How do I let other tear me down or divert me?
- G. My diversions from my destiny are typically.....
- H. The courage I need to be all I can be is .....
- I. The support system I need to be all I can be is.....
- J. How do I make my Commitment larger than my Fear?

### ***4. Write Your “Prayer of Gratitude & Commitment”***

Reaffirming your Destiny can be as simple as reading your Guiding Principles every morning before you start the day, embedding the qualities into your daily thinking.

Or you can go one major step, writing and then saying a Prayer of Commitment to reaffirm the wholeness and spiritual qualities of the Guiding Principles.

Here is an example of a Prayer of Gratitude & Commitment, said daily upon rising in the morning:

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## ***SAMPLE PRAYER OF COMMITMENT***

Today I celebrate being Reborn Anew at a Higher Level !

I Fill my life with Infinite Love and Creation,  
the Vibrance of Crystal White Light,  
and the Joyous Song of the Holy Spirit.

As I Center myself at Peace in the Soul of the Universe,  
I Raise my Consciousness -- my Body, Mind, & Spirit --  
to All that is Possible.

I Cleanse myself of all Pain, Fear, Uncertainty, Doubt, Anger,  
Distrust, & Impatience, and beliefs about Scarcity;  
Freeing myself from the Impotence of Negativity, and  
the Narrowness of Constant Judgment,

I Release myself from the Constraints of Condemnation,  
and the Shackles of what Should Have Been.

I Fill myself with the Joy of Abundance,  
with an Inspired Vision for the Future;  
the Lightness of a Soaring Bird;  
and the Brightness of a Star.

With Humbleness & Devoted Commitment,  
I embrace my Highest & Best Destiny:

*to (Fill In Your Destiny's Dream)*

Multiplying its impact a Thousand-fold unto the World....  
Grounded in Truth, Guided by Wisdom, and Offered in Love.  
With Elegance, Reverence, & God's Grace Flowing Thru Me,  
I give gratitude for the Lord's blessings.....

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## ***5. The Song of Destiny's Dream & Forgiveness***

To support the evolution of Destiny's Dream on the pathway to lifting yourself to a world that works, choose some music that stirs your heart and sings the song of synergy for your destiny.

Everyone has a song that sings to their spirit: the music resonates and the lyrics tell a tale that is in your soul. The song(s) are usually more than "peaceful lullabies"[i.e. Brahms, Chopin] (although these can be very helpful in contemplation and meditation). The song of your destiny is usually inspiring and somewhat rousing, but not raucous.

Some of the songs I chose when moving toward Destiny's Dream were:

*So Many Stars by Brazil 66*

*The Impossible Dream from Man from La Mancha*

*Tear Down the Walls by Judy Collins*

However, getting in tune with your Destiny's Dream may have an obstacle in the way – Guilt -- your own sense of guilt for not committing yourself to finding our path earlier in life or for going astray, or doing something for which we are ashamed. This was a big issue for me. To help get over this block I found a *Song of Forgiveness*. My personal Choice was:

*I Must have Done Something Good from Sound of Music*

If you can't forgive yourself, you can't love life enough to get on track with Destiny's Dream.

Choose songs that sing to your soul – play them frequently, over and over if you need to until you get in tune with their message.

Caution: it is easy to choose a love song because love is always part of our destiny. But the Songs of Destiny's Dream, while embracing love, go beyond love, soaring to great heights. A simple love song might get you caught in a dependency trap of needing someone else to love you when you don't love yourself.

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## ***6. Your Support System: Friends & Colleagues***

Who you choose as a friend, spouse, professional colleague, advisor, or even customer, will deeply influence the way you think and the way you gain traction on your Destiny's Dream.

When you choose your marriage partner, remember, you are marrying his or her character. Love is never enough to sustain a relationship through the long term.

A colleague has had an awful time in business. With all her energy, vision, and enthusiasm, she is constantly being taken advantage of by others. She always sees the good in people, but not the bad. She never has enough money, not for the lack of hard work; it's because people always get the best of her good nature.

Even after she has hired lawyers to put together iron-clad contracts, she still gets the short end of the stick.

She has not understood that she must not only do good things, but also choose her business associates with impeccable integrity. An old wise friend taught me this lesson thirty years ago after I made this same mistake. It is a lesson we should all learn early in our careers.

For the last twenty years I have had a business relationship with a network of consultants in Canada. Over the years, no one in the network has had a contract. We all work on projects based on a handshake. Sometimes we make a lot of money on a contract; other times we aren't quite so fortunate. But in all the years, we have always handled our affairs with complete openness, honesty, and integrity. No one on the team has every acted strictly in their own self-interest; we work in our mutual interests with a long-term focus. We are all still together years later.

One can only make such arrangements with people of impeccable integrity. And there is one big payoff - with no legal encumbrances and no silly negotiations, we focus all our energies on things that really matter, like creating real breakthroughs in the strategy and delivery of our services.

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## *7. Avoid the Eddy Currents of Life*

There are people who will enter your life, and suck your energy and time, chasing futile rainbows, quick money schemes, or hooking you into retribution in the name of justice.

Some will make you depressed while seduced their excitement and anger. All these encounters will only reveal your impotence. Some people spend their lives in eddy currents, all because they have no honorable purpose to guide them. Here's a good email example of a typical eddy current you will see regularly (I seem to get at least 'One a Day' – and it's not a Vitamin)

*Grumbling is the  
death of love.*  
**Marlene Dietrich**

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### Email

From: Dianne

To: Robert

Subj: Taking a Stand

What do you think of this? Do you think it is just frustration? I do hear lots of sharing about what is going wrong, but who is doing anything? ...But, if you agree what would you do? Or, do you not agree we are going down? Is this guy right? I trust your judgment... You seem to know.

I Am the Democratic, Republican Liberal-Progressive's Worst Nightmare.

I am a White, Conservative, Tax-Paying, American Veteran, Gun Owning Biker. That's me!

I believe in God and the freedom of religion, but I don't push it on others.

I ride Harley Davidson Motorcycles, and drive American-made cars, and I believe in American products and buy them whenever I can.

I believe the money I make belongs to me and not some liberal governmental functionary, that wants to share it with others who don't work!

I think owning a gun doesn't make you a killer; it makes you a smart American.

I believe that if you are selling me a Big Mac, you should do it in English.

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I believe everyone has a right to pray to his God when & where they want. .  
I believe if you don't like the way things are here, go back to where you came from and change your own country!

This is AMERICA ...We like it the way it is and more so the way it was ...so stop trying to change it to look like Russia or China , or some other socialist country! If you were born here and don't like it... you are free to move to any Socialist country that will have you.

I believe it is time to really clean house, starting with the White House, the seat of our biggest problems.

This Guy Goes on for THREE MORE PAGES of this Pile of Complaints  
(edited for BREVITY)

I want to know which church is it, exactly, where the Reverend Jesse Jackson preaches, where he gets his money, and why he is always part of the problem and not the solution?

We want our country back!

My Country..... I hope this offends all illegal aliens.

***This message needs to be viewed by every American; and every American needs to stand up for America.***

***I'm taking a stand.***

***Please Forward this to All Your Friends Who Want to TAKE A STAND!***

---

From: Robert

To: Dianne

Subj: Taking a Stand

Taking a "Stand?" This sounds like "Custer's Last Stand" -- suicidal, impotent babble -- Standing for his Egomaniacal Opinions which are nothing more than Self-Righteous Indignation. There's no analysis of the root cause and no plan of action to make a difference.

Taking a "Stand" is very different from taking "Transformative Action;" a complaint should be a Prelude to Action that will make a difference.

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I recently had an assignment in Yellowknife, in the Canadian Northwest Territories (where the Ice Road starts) in the middle of January. It was -50 below zero; cold enough to freeze uncovered skin in just a few minutes. I never complained.

Why? I've never once found that complaining about the weather had any effect on changing its impact. A complaint with no action attached relegates me to being a Victim: a role I play poorly.

Just this week I complained vociferously, but eloquently, about three problems that were impacting my life very negatively: an insurance problem, a banking problem, and an accounts-payable problem.

But to each of these problems, the customer service person on the other end of the phone said, in effect: "Thank you for the time you took to explain this. I receive complaints every day, but you are the first person I've ever talked to that took the time to analyze the cause of the problem, and suggest realistic solutions. I've taken detailed notes, which I will discuss with my boss. May we contact you again to discuss solutions." I did it because I don't complain unless I want a real solution. I like to make a difference, not just spout bunk.

I pick my targets for change in the areas where I can make a difference. I will leave other things up to those who have expertise in other areas.

Sure there are problems with our society. There always have been and always will be. As a citizen, it's our responsibility to get involved, take action in our community to move our civilization forward, not just be a chronic complainer.

Hope this helps -- Robert

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Learning your true destiny and purpose in life is no easy task. It takes discipline, it requires courage, and it can be frustrating. If you are in your teens, finding destiny and purpose may take another decade or more before you are sure. (go to Appendix ONE to read a dialogue explains more of this some of the journey)

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## 8. Creating Value

One of the best ways to get on the path of Destiny's Dream is to stop trying to be a success, and instead focus on creating value around your life. Victor Frankl, a man who survived Hitler's concentration camps (but never considered himself a victim), in his book: *Man's Search for Meaning*, was quite clear about the path to Destiny's Dream when he said:

*Don't aim at Success,  
The more you aim at it,  
And make it a target,  
The more you are going to miss it.*

*For Success, like happiness,  
Cannot be pursued,  
It must ensue...  
As the unintended side effects  
Of one's personal dedication  
to a course greater than oneself.*

Albert Einstein reinforced this perspective when he said:

*Try not to become a man of success,  
but rather...  
...try to become a man of value.*

Manifesting Destiny's Dream takes effort and discipline. The great Revolutionary War orator, Thomas Paine observed about freedom and liberty, and which applies to destiny as well:

*That which we obtain too easily ....  
we esteem too lightly.  
It is dearness only which gives something its value.*



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## **TEN SECRETS OF GROWING YOUNGER AS YOU AGE**

There's an old saying that says "what you are in your fifties and sixties will be accentuated in your seventies and eighties." Just look at our elderly. Those who aged gracefully had been practicing in their twenties and thirties what they were to become in their later lives. They eat right, exercise, and don't smoke. But more...

Over the years I've interviewed a number of people who have lived beautifully into their nineties and past one hundred. There are several things that became evident as I spoke to them:

### ***1. A Spiritual Uplift***

Studies have shown that people who are "spiritual"-- that is they believe that a higher, more divine force engages their lives -- have been found to live 3-5 years longer than those who don't hold such beliefs.

Being spiritual is *more a philosophy and way of life* than it is being religious. Religion, unfortunately, often becomes overly rigid, filled with strictures and dogmas (see Christ's battles with the Pharisees in Volume Three), rather than a deep devotion to more divine principles of life and the love of others.

What does it mean to be spiritual? Perhaps the next nine points can explain it better: (Also review Volume Three)

### ***2. Attitude is Altitude***

Negativity is a *killer*; it poisons the body, mind and spirit. That's not to say one must never have a negative thought or, on the other hand, run around in Pollyanna-like bliss. But it does mean finding meaning inside difficulty, bringing out the best in others, and learning from mistakes.

Both my grandmothers died well into their late nineties. They had a wonderful attitude about themselves and life itself. Here's their advice:

*Youth is not entirely a time of life; it's a state of mind.*

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*Nobody grows old merely by living a number of years.  
Years may wrinkle the skin,  
but to give up interest wrinkles the soul.  
You are as young as your faith; as old as your doubt;  
As young as your hope; as old as your despair.  
When your spirit loses its fire,  
Your heart is shrouded with the snow of pessimism,  
and your soul harbors the ice of cynicism,  
then **and only then** are you old.*

- Anonymous

Listen to some joyous music, celebrate life, and know that tomorrow will be a new day. Smell the roses; enjoy the beauty of nature; give a party.

### ***3. Work is Love made Visible***

Most of us will spend the majority of our lives either working or sleeping. Our approach to our work is highly dependent upon our own alignment with our core mission and purpose. Kahlil Gibran had a wonderful insight about work (see Volume One for full version):

*Always you have been told that  
work is a curse and labour a misfortune.*

*For if you bake bread with indifference,  
you bake a bitter bread that feeds but half man's hunger.*

*And if you grudge the crushing of grapes,  
your grudge distills a poison in the wine.*

*But I say to you that when you work  
you fulfill a part of earth's furthest dream assigned to you  
when that dream was born,*

*To love life through labour is to be intimate  
with life's inner most secret.*

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*When you work with love, you bind yourself to yourself,  
and to one another, and to God.  
Work is Love made Visible.*

When you combine your work as love with your God-given mission and purpose, life is never travail, it gains a synergistic uplift that can reinvigorate you and all those around you.

## **4. Sense of Humor – Laugh Your Way to Health**

Don't take yourself or life too seriously. Research has found that happy people have a sense of humor and live significantly longer than those who don't. Why?

Because laughter actually triggers endorphins in the brain that energize our immune system. Fear and anger do the opposite: they shut down the endorphins and thus repress our immunal response to disease.

Tell funny stories; don't surround yourself with a bunch of old people who are always talking about their health problems; say something positive to everyone you meet.

We all will get angry at times. It's natural. But when it happens, perhaps these words of advice may help::

*Anger may repast with thee for an hour,  
But not repose for a night;  
The continuance of anger is hatred,  
The continuance of hatred turns malice.  
Anger is not warranted which hath seen two suns.*

-Quarles

*To be angry is to revenge  
the faults of others on ourselves*

-Pope

*In rage Deaf as the Sea; Hasty as Fire;  
Oppose not rage while in its force,  
But give it way and let it waste.*

-Shakespeare

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*How much more grievous are the consequences of anger,  
than the causes of it.*

-Marcus Aurelius

## **5. Make a Commitment to something "Outside"**

It's easy to become consumed with ourselves, to see ourselves as the center of the universe.

I once lived in the smallest town in the smallest county in the small state in the smallest region in the country (Warren, RI). I was amazed that within this very small town, there were a half dozen separate regions in the town, all of which saw themselves as the center of the universe. Then, on top of that, there were more than a half dozen ethnic groups, each of which saw themselves as more vital than the others.

In revitalizing the town (it's actually quite a fine community now), it was important to have people see their community with a future, as a place to be proud of, and to get people to make a commitment to creating a town for all the small ethnic groups to thrive in.

The same goes for people in general. Those committed to doing volunteer work, helping others, fixing things in the community, building a better place for their children and grandchildren will live longer and happier.

*How far we go in life depends on our being  
tender with the young,  
compassionate with the aged,  
sympathetic with the striving,  
tolerant with the weak,  
and energizing the strong.*

*Because some day in life you will have been all of these.*

-George Washington Carver

My parents had only one expectation of me:

*To leave the world a better place than I found it.*

# *Lifting Ourselves to a New World that Works*

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That means going outside, converting ideas into action.

*What good is it ... if a man claims to have faith, but has no deeds?  
...Faith by itself, if it is not accompanied by action, is dead.*

-James 2:14-17

By serving others, we show our love and trust in other, our freedom to give, our freedom to elevate, our freedom to expand, our freedom to explore, our freedom to discover, our freedom to create with others, our freedom to innovate.

Those worthy of being served are those who are similarly free, not slaves to their self-interest, not chained to fear, and shackled to greed, bound to delusions of flimsy grandeur. The synergy of service is serving those who are dedicated serve others.

## ***6. Lifelong Learning***

Happy, healthy people are always learning, exploring, discovering, inquiring, pushing the boundaries in search of a higher truth, a deeper understanding, a broader perspective. They read, engage, and seek wisdom; and through this process they become wise, compassionate, and embracing.

Beware of the person who thinks they know the answers; it's more important to know the questions, as this ancient story illustrates:

Socrates wanted to know:

*"Who is the wisest man in all of Greece?"*

He got on his donkey to travel the land. In each village and town he sought out the local sage, and when he found that person, he proceeded to ask a multitude of difficult questions. Each of the sages answered them to the best of their ability, often quite adroitly, but never fully to Socrates' satisfaction.

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After many months on the road, he finally returned to Athens. Plato, his foremost student, asked Socrates who he concluded was the wisest man in Greece.

“Why, it’s I!” Socrates proclaimed.

Plato, a bit perplexed at such an egotistic answer, inquired how he had come to such a realization.

Socrates responded: “They believed they had all the right answers. I’m still figuring out the questions.”

Having a clear mission and purpose in life makes life-long learning a lot easier, because we remain committed to seeking, then upon finding, we realize there is another level to what we have found that goes higher or deeper, or broader, propelling us onward to probe for new answers with new questions. That is the nature of a “quest.”

For more on Life-Learning, see Appendix on the 12 Coliberative Concordances.

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## **7. Quadractive Health: Body-Mind-Spirit-Money**

A four-way, pro-active (*Quadractive*) approach to health is important, because, ultimately, good health is about “wholeness” and “synergy.”

Health is all about bringing our energies into alignment, bringing the soul and ego into alignment, eating the right foods that will keep our bodies healthy, exercising so that we can keep the physics of our muscular and skeletal systems in tune, and using our minds in alignment with our spiritual energy.

Synergy is the alignment of the Body-Mind-Spirit-Money connection. Some would leave money out of the equation, but the stark realities are that we live in a world in which money is necessary to pay the mortgage, the taxes, the electric bill, and put food on the table. To neglect money is to stay out of alignment.

Spend, save, and invest wisely. Don't be confounded and swayed by the barrage of advertisements that are using every means in their power to have you part with your money. And never be jealous of the apparent wealth of your neighbor. How many times have I found they bought everything on credit, and they are only one debt collector away from bankruptcy?

Money is what appears in direct reflection of the value people perceive you to be delivering. If you don't have money, ask “What am I *not doing* that prevents people from wanting to pay me for what I offer the world?”

While we may all strive for perfection, perfection is not a goal (if it were we would all fail at its achievement). Perfection is a process, a journey of *perfecting*.

*"God doesn't require us to succeed; He only requires that you try."*

-Mother Teresa

Quadractive people have mastered abundance:

*They delight in anonymous service, feeling service is the rent we pay for the privilege of living in this world.* -Steven Covey

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## 8. *Be Graceful – Be Resilient*

To be “graceful” means to be “filled with grace” -- elegance in action -- which is a divine quality. It also means avoiding rigidity, self-righteousness, excessive criticality, and constant criticality. Thus being graceful implies a resiliency that allows us to bend in the wind without breaking, and bounce back from adversity after feeling down and out.

My mother was always considered graceful, and her friends always commented on it. She would dress up every day, even when going out to the grocery store; she treated others with grace as well. She was a woman who glowed, giving everyone a smile from her heart, and with her soul -- sparkling gifts and timeless treasures of inspiration. No reward could match the sweet reward of giving of herself. Everyone was deeply enriched by her.

Audrey Hepburn was one of the most graceful movie stars to appear on screen. These are her "Beauty Tips" (that apply to all genders):

*For attractive lips, speak words of kindness.*

*For lovely eyes, seek out the good in people.*

*For a slim figure, share your food with the hungry.*

*For beautiful hair, let a child run his or her fingers through it once a day.*

*For poise, walk with the knowledge  
you'll never walk alone.*

*People, even more than things, have to be restored,  
renewed, revived, reclaimed, and redeemed; never  
throw out anybody.*

*Remember, If you ever need a helping hand,  
you'll find one at the end of your arm.*

*As you grow older, you will discover that you have  
two hands, one for helping yourself,  
the other for helping others.*



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*The beauty of a woman is not in the clothes she wears,  
the figure that she carries, or the way she combs her hair.*

*The beauty of a woman must be seen from in her eyes,  
because that is the doorway to her heart,  
the place where love resides.*

*The beauty of a woman is not in a facial mole,  
but true beauty in a woman is reflected in her soul.*

*It is the caring that she lovingly gives,  
the passion that she shows,*

*And the beauty of a woman with passing years  
-only grows!*

## **9. Be Loving**

The opposite of love is not hate, but fear. Thus, to be loving means first to experience the world, not from fear, but from caring. Neither should you sow fear, nor its siblings: anger, or distrust. Science tells us that people who live in fear become stressed out, and then the stress triggers illness.

To be loving means using love as a powerful energy that disarms antagonism. When Christ said: *Love your enemies, bless them that curse you.* (Matthew 5:44), He meant that an enemy would be disarmed by taking all the energy out of fighting. Love heals resentments, and prevents vindictive revenge, which, unchecked, breeds on itself and spirals out of control.

The “idea of love” is not very simple because our English language has confused the original intent of the word, as it was spoken in the original Greek, which had *four* completely different words for love: *Divine Love* (of God), *Brotherly Love* (of a Friend), *Motherly Love* (as in caring for a child), and *Erotic Love* (meaning sexual). (For our purposes, love includes the all four, but we’ll let the last one go under the category of “play.”)

Happy, healthy people make loving a way of life – loving nature, people, art, beauty, their work, their family, and their

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friends. Love is a lot easier when there is no stress, animosity, or anxiety; but when those emotions are present, the brain actually sends signals to shut off the neuro-chemicals that trigger love and trust, (as well as shutting down the immune system). This is precisely the time when the expression of love is the most meaningful. Here are three key ways of expressing love that are remarkable because they often take some effort:

**Mercy:** especially for those who have transgressed. Mercy means we don't get trapped in the endless cycle of revenge, vindictiveness, and hatred. It doesn't mean we leave our senses and open ourselves to cruel and unusual retribution.

**Compassion:** particularly to those with whom you are not close. Compassion means that we feel what it's like to be in another's situation and see the situation through their experience.

**Forgiveness:** notably given when the transgressor doesn't deserve to be forgiven. (this is very hard!) Forgiveness does not mean we condone or accept someone's bad behavior. But often we can forgive when we understand that the transgressor probably is oblivious to what they do and the terrible consequences of their behavior. Forgiveness lets us release negativity and move forward in our lives. (Forgiveness doesn't require we lay ourselves out to be damaged again by the same person who has never accepted their guilt.)

*Once a woman has  
forgiven her man,  
she must not reheat his  
sins for breakfast.*

*- Marlene Dietrich*

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## **10. Build Trusting Relationships**

Can we love without trust? Healthy people know that unconditional love is a concept that is very difficult to materialize without trust.

People who own dogs and cats as pets live several years longer than those who are lonely.

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Why? Because there is a loving, trusting relationship between pet and owner.

I interviewed a large number of women who own dogs. Here's what they said they liked about their dogs:

1. *LOYAL*: Always there for me, never a betrayal
2. *UNCONDITIONAL LOVE*: I can discipline my dog and she still loves me
3. *PROTECTION*: Keeps me safe and secure
4. *PLAYFUL & HAPPY*: Greets me at the door with wagging tail and a childlike spirit
5. *NON-JUDGMENTAL & ACCEPTING*: Never has bad attitude
6. *FRIENDLY*: My best friend, is always available, we trust each other

What's the lesson here? Humans created dogs (bred originally from wolves); we modeled the dog's evolution over the years to be the humans we wish we were. We want our relationships with those close to us be more like the interaction we have with dogs.

If you're judgmental, negative, critical, manipulative, or filled with gossip and blame, your ability to build a trusting relationship is severely limited, if not impossible. Happiness is elusive to those who are neither trusting nor trustworthy.

~ *That's Not My Job* ~

This is a story about four people named Everybody, Anybody, Somebody, and Nobody.

There was an important job to be done and Everybody was sure that Somebody would do it.

Anybody could have done it, but Nobody did it. Somebody got angry about that, because it was Everybody's job. Everybody thought Anybody could do it, but Nobody realized that Everybody wouldn't do it.

It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done.

***Happy People Take Responsibility for their Lives***

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## CHAPTER THREE: HUMAN & SOCIAL POSSIBILITY

### *SYNERGY OR A BATTLE WITHIN?*

Our personal journey to attain Destiny's Dream will constantly be faced with an internal struggle between Soul and Ego. Until the struggle ends in a harmonious resolution, things can get ugly. Many of us were raised in family or business environments where fear, intimidation, and other tyrannical behavior were the norm.

We've all heard the echo of threats like: "I'll kick your ass!" "It's my way or the highway!" "You worthless piece of crap!" "You've got rocks for brains!" and so forth that have prevailed across our culture for centuries. Many times we extol the virtues of the hard-nosed individual who can kick butt. While these characters make good movie dramas, they are highly ineffective in building great relationships or finding Destiny's Dream. These people cannot excel because they are at war with themselves. Their Egos are out of control, and they are ruled by the emotions of fear, anger, and resentment. And worse, they poison every relationship around them, wreaking a trail of havoc a mile long.

### *Relationship between Soul & Ego:*

However, this does not at all imply that our Ego is inherently "bad;" this simply cannot be the case. God would never put something in us that was inherently evil.

The Ego goes awry only when it loses its *Guiding Force*: the Soul. When one makes the Soul the *Guiding Force*, and enables the Ego to be the *Driving Force* that *aligns with* and *owes allegiance to* the Soul, then massive energy occurs because the Soul and Ego become Synergistic.

The alternative – the Ego and Soul in conflict, or in disharmony – is the psychic equivalent of civil war, which is deadly, dysfunctional, and disagreeable.

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## *Synergy, Peace & Religion*

There will always be value in Peace. No one should ever dispute its value, but the nature of peace is far too placid for many highly active people, especially leader, to embrace fully.

We have billions of people on the planet practicing Islam, Christianity, Judaism, Buddhism, Hinduism, and a wide variety of other religions.

Over the ages, what has been religion's role in contributing to world? I won't try to answer that question, because for every war that people have ended in God's name, it seems another was initiated in His name.

Just look at the number of wars in today's world where religious warfare is a factor. Certainly not every war is based on religious causes, but it does play a major factor. Seldom do we see leaders from differing religious actively engaged in leading their people into peace settlements. (Fortunately there have been notable exceptions, such as Bishop Desmond Tutu in South Africa.)

If we weigh religion's role on a balance scale, religion's positive force might outweigh its negative force toward creating world peace, but not by an overwhelming margin. . So perhaps the linkage between peace and religion, on the whole with notable exceptions, is unclear.

The world has aimed for peace for thousands of years, and seems no closer now than any time before.

Why? We are aiming too low!

Peace is too placid, and not sufficiently life-invigorating. Yes peace is beautiful, especially in the wake of war and turmoil. But I have observed many who, in the name of peace, have gone "into their bliss," a euphemism for selfish denial of the problems of the world around them, for avoiding the real challenges in the crucible of action that would result in true spiritual growth. Those who bring the word of God into the prisons and the barrios of poverty are

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better serving the intent of true spirituality than those who retreat the security of mumbling mantras on mountain tops.

Spiritual growth is not necessarily blissful. Like a grindstone on a knife, it can be filled with turmoil and doubt as one struggles to reconcile the realities of an oftentimes brutal world against a belief in a loving God.<sup>67</sup>

We need to acknowledge that what we really yearn for is Synergy, and that requires a new framework for thinking and acting that *first honors, then synergizes differentials in humans*. Without this, nothing permanent happens.

Successful leaders in communities, government, and business are much more attracted to Synergy than Peace – it's more proactive, more creative, more energized, and has a greater chance of winning fairly and squarely in a competitive world.

## ***SYNERGISTIC LEADERSHIP***

Synergistic Leadership makes a leader focus on the real meaning of leadership excellence: inspiration, envisioning a noble cause, focusing and aligning human energy on a common strategy or objective, and building a system of trust that takes the energy draining aspects of fear out of the team equation.

Synergistic Leadership is not focused strictly on the Leader -- it's about getting teams to create together, getting differential energy to become additive (not destructive), to join collaboratively in an organizational "symphony" integrating harmony, melody, rhythm, beat, counter-point -- each individual's special personal nature and qualities -- their "instruments" that can make real music, not just a lot of noise.

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<sup>67</sup> Reading the spiritual travails of Mother Teresa certainly demonstrates the depth of her doubts that preceded the firmness of her faith.

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## ***Servant Leadership Foundation***

Structurally the Synergistic Leader is also an advocate of Servant Leadership, which emphasizes two things:

- 1) few levels of hierarchy, and
- 2) flipping the hierarchy upside down.

By flipping the hierarchical pyramid on its head, the inferiority that causes so much distrust in organizations is essentially eliminated. No one feels humiliated, third-rate, on the outside looking in, or worthless. Respect for others becomes a source of trust. Executives are placed in the position of thinking of ways how to empower their employees to great things, rather than commanding and controlling them.

Figure 1: Hierarchical versus Servant Leadership illustrates how Servant Leadership puts the customer (or patient or consumer) at the top of the hierarchy, and takes great strides to take the fears of inferiority out of the workforce equation by focusing management attention on empowering productivity and innovation on the customer – the source of revenue and profits. Servant Leadership

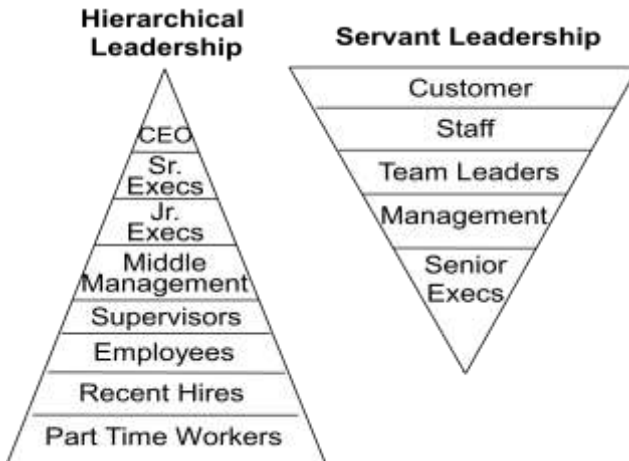


Figure 1: Hierarchical versus Servant Leadership

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typically involves five or fewer “layers” of authority between the top senior executive rank and those who deliver or support the delivery of actual value-added work to the customer or client or patient.

The “flattening” of the structure helps rid the organization of “non-value added” work, quicken decision-making, improve communications, and empower those closest to the customer to make decisions that will better meet customer needs, resulting in greatly increased trust, innovation, group performance, and profitability. Flattening the organization makes it work more like a “network” with faster decision making and more direct communications.

The servant leader thus becomes more like a coach of a sports team. It's the players on the field that score the points and win the games. The coach's job is to focus them on strategy, preparation, coordination, and ensuring the team is paying attention to details. This frees the coach from the burdens associated with micromanagement

The major fallibility with Servant Leadership is that senior leaders can become so focused on serving, they take their focus on the larger, strategic systems design architecture of their organization. The Servant Leader must also be a master architect, doing four things consistently well:

1.     **STRATEGIC VISION:** *Set a powerful/noble vision that inspires, and chart an innovative strategy that generates a significant advantage over the ordinary.*
2.     **CULTURE OF TRUST:** *Create trust that channels human energy and unleashes co-creativity, which is focused towards the strategic vision and drives out fear.*
3.     **OPERATIONAL EXCELLENCE:** *Establish coherent system of processes, measures, and rewards systems that produce concrete results.*
4.     **DYNAMIC REALIGNMENT:** *Rapid readjustment and collaborative innovation when circumstances change*



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With the widespread application of the principles of synergy, coupled with the architecture of trust, in the future, capitalism, which is often hijacked by the powers of fear and greed, has the potential to shift to a new order, producing far greater prosperity for people around the globe.

## ***Finding Meaning & Purpose in Work***

Everyone in life wants to know that what they do makes a difference.

The quest for meaning and purpose is deep on the minds of modern man, and the search for answers is of primary importance to a leader seeking to generate trust, performance, and profitability.

*Failure to make clear the nature and meaning of the thing being produced is one of the surest causes of dullness and failure to learn.*  
- Walt Disney

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To understand the strength of this quest, just look at the sales of 2002 book, *The Purpose Driven Life*<sup>68</sup> which sold 25 million copies in the first five years after publication, making it one of the most published non-fiction books in history.

Holocaust survivor, Viktor Frankl's landmark 1946 book, *Man's Search for Meaning* sold over 10 million copies and according to a Library of Congress survey was considered to be one of the ten most influential books in the United States.<sup>69</sup> Frankl, in his view of meaning and purpose, advocated that:

*"I do not at all see in the best seller status of the book so much an achievement and accomplishment on my part as an expression of the misery of our time: if hundreds of thousands of people reach out for a book whose very title promises to deal with the question of*

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<sup>68</sup> Warren, Rick; *The Purpose Driven Life*; Zondervan, 2002

<sup>69</sup>Frankl, Viktor; *Man's Search for Meaning*, Pocket Books, 1946-1984, reported by Fein, Barbara, Book Notes, New York Times, Nov 20, 1991( over 2,000 respondents to a Book of the Month poll)

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*meaning to life, it must be a question that burns under their fingernails....*

*"Life holds a potential meaning under any conditions, even the most miserable ones....therefore don't aim at success – the more you aim at it and make it a target, the more you're going to miss it.*

*"For success, like happiness, cannot be pursued; it must ensue, and it only does so as the unintended side-effect of one's personal dedication to a cause greater than oneself...Happiness must happen, and the same holds for success; you have to let it happen by not caring about it.... Listen to what your conscience commands you to do and go on to carry it out to the best of your knowledge. Then you will live to see it in the long run."<sup>70</sup>*

## ***Why Meaning & Purpose is So Important***

With meaning and purpose, work fulfills important needs and drives in the individual. It answers every employee's deepest questions:

- Do I have some significance?
- Am I making some kind of difference in the world?
- Am I doing something my conscience says is important?
- Am I contributing to the greater good?
- Can I fulfill my obligations to be a useful, productive, honest, economically sufficient, and respected person?

The power of meaning and purpose in life was the subject of a 2010 study of 1675 adults aged 25-74 by Metropolitan Life based on the work of Richard Leider. The study was aimed at determining the importance of meaning and purpose and to understand if people in their 20s, 30s, and early 40s have the same priorities 45- to 74-

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<sup>70</sup> Frankl, p 15-17

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year-olds. The study's conclusions are extremely revealing regarding the importance of something beyond money:

- A sense of purpose is integral to leading a “good life” which is defined as having financial freedom ..., being mentally and physically healthy ...creating deep relationships and a sense of purpose , and feeling like you belong.
- People who believe they have purpose in their lives are more likely to report being happy.
- Meaning, closely associated with the importance of family and friends, remains the primary component of the good life for all age groups, despite instability in financial and other aspects of their life.
- Older people (age 45-74) focus more on meaning-laden activities like spending more time on helping others and making their community a comfortable place to be than younger people; while younger cohorts plan to spend more time on activities related to generating, managing, and accumulating money.
- Purpose continues to be a major differentiator between those living the good life and those who aren't living the good life. Over eight in 10 (82%) of those who feel their lives have purpose are living the good life compared to 35% who are not living the good life.<sup>71</sup>

The implications of meaning and purpose on business and the creation of deep trust should be very evident. If a leader is to be highly trusted in an organization, she must deliver to those working diligently at their jobs something more than money. Work is the place where people spend the majority of their lives. Work can be ennui, drudgery and travail, or enlivening, explorative, and connected to the deepest drives in the human spirit. Employees

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<sup>71</sup> *Meaning Really Matters, How Purpose is Recession Proof and Age Proof*, Met Life Mature Market Institute, July, 2010

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must entrust their leadership and their organization to meet more than financial needs if their loyalty, best efforts, and highest order thoughts are to contribute to the organization's future.

## *Capitalism with a Conscience*

From our study of organizations and competitive advantage (see Volume Four), it is quite evident that companies and countries with high levels of trust have the greatest propensity to produce the greatest economic advantage over the long term.

Synergistic Leaders are not soft leaders; they are *driven* in the sense that they build trust; they demand excellence; they align the four drives of human behavior; they seek synergistic results; and as a result, they perform consistently year after year. In sports and business, Synergistic Leaders consistently outperform their cut-throat counterparts because they have a conscience, have the courage of their well-founded convictions.

## *Fork in Destiny's Road*

Based on our understanding of the drivers of human behavior (see Volume Four), we can conclude that humans are both collaborative and competitive. It's important to understand, to build and maintain trust, do what comes naturally to humans:

### *Collaborate Internally, Compete Externally.*

This means organizations must not let internal competition destroy their ability to use the collaborative spirit that spawns innovation and high performance.

However, many leaders are thoroughly confused about how use these two forces effectively, and end up following Yogi Berra's advice:

*When you come to a fork in the road, take it!*

It's time for leaders, and those being led, to become totally familiar with the precepts of synergistic leadership, especially developing good strategic vision that aligns people with powerful

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mission and purpose, as well as understanding the massive competitive advantage created by trust building.

For too long leaders have been confounded by the Darwin hoax, which led them to believe success in the world was a continuous battle for *Survival of the Fittest*. Clearly, from the first chapter, we can see that Darwin's conclusion about the evolution of civilization in the last five thousand years was derived from *Thrival of the Collaboratively Innovative*, and that path is the route to take to a world that works.

Taking the "high road" to a new world means, as a civilization, we come to grips with the four drives of human motivation – *Acquire, Bond, Create, & Defend* – and acknowledge we, as a civilization needing to continue on a progressive trajectory of evolution must bring the *Bond & Create* drives into greater prominence, while understanding that our needs to *Acquire & Defend*, being fully a part of human nature, cannot be forsaken.

If we adopt a coherent belief system – in this case the "high road" following the guidance of our drives to *Bond* and *Create* -- we are on sound ground from a scientific perspective, a strategic perspective, a behavioral perspective, and spiritual perspective. The high road will give us both the generation of massive wealth, and personal happiness. The low road will give us conflict and war, and a very large disparity between the rich and the poor, with far less no meaning or enjoyment to life for the majority.

## ***Duality of Economic Systems & Results***

The two paths to the future are propelled by different economic strategies.

Taking the high road of collaborative innovation (drives to *Bond & Create*), focusing more on the power of *Mutual Value Creation*: solving problems jointly, inventing new technologies, strategies, and methodologies, and finding ways for the human experience to continue on a positive trajectory, expanding the effective use of both tangible and intangible resources. This pathway creates significant, sustainable economic and competitive advantages.

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The other economic pathway, *Transactionary Exchange*, has been reasonably effective, provided abuses are guarded against. This path will be with us for centuries to come, but always carrying the extra burden of hidden costs as a result of low trust and higher levels of required oversight, legal protection, and government regulation to ensure ethical standards.

Understanding that the needs of investors are not inherently the same as business is essential as entrepreneurs design new business for a new future.

The legitimate objective of an Investor is *to make money*, to maximize their return on investment.

Business as an entity has a more complex purpose: *sell goods and services sustainably at a profit*. While not inherently contrary, the objectives of an investor are *not* the same as a business.

A business is constantly balancing the needs of customers, responses to competitors, aspirations of investors, needs of employees, requirements of suppliers, and the culture and health of the community in which it exists.

Corporations that exist strictly for the purpose of creating value for their investors are more likely to engage in economic piracy than those who have a more holistic view of their role. The economic pirates are constantly under the burden of reorganization and renegotiations because they force the business to commit unnatural acts, getting into power struggles and using leadership tactics that result in low levels of innovation and human motivation. This was well demonstrated over the last two decades in the competitive battles of the auto, airline, and steel industry.

There's strong evidence that points to sharing profits with the employees who created them because employees then make better decisions about how to use their company's resources. No longer are workers considered "labor;" now, in the new paradigm they must be seen as "collaborative innovators. Capitalism with a



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conscience can outperform the robber barons, given a level playing field.

It's time to stop straddling the barbed wire fence between a world that struggles and a world that works, a world of constant conflict, distrust, and fragmentation, or a world of cooperation, trust, and unity in the diversity; a predatory world of manipulation, coercion, and rigidity that needs constant monitoring and punishment of transgressions, or a world that is designed to create a mutuality, win-win, flexibility, and prosperity.

Such a world will not come easily, for shifting the world to a higher path will mean certain highly powerful constituencies will no longer have free reign, as a team of dolphins finally learn how to keep an ocean of sharks at bay.

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## ***BEWARE OF THE DARK TRIAD***

Lifting to a new world that works means vigilance against the forces that attempt to use the world for selfish purposes.

The Greeks and Romans (Volume Five) are a perfect example of what happens to civilizations that choose different pathways to the future. Greece was on an enlightened path; Rome struggled to attain that path, diverted by very dark leaders, consistently choosing dominant power over innovative power.

A large number of the Roman leaders, as well as modern dictators, had the traits of what we now refer to as the “dark triad.” Science has been able to spread a light on this phenomenon, allowing us to spot them early and take precautionary measures to limit their uncanny abilities to prey upon us with their bleakness.

The most dangerous within the dark triad, are psychopaths. By definition, they are “people without conscience” (PWOCS). They are an aberration in human evolution, and apparently a genetic mistake. Their brains physically lack the capacity to produce oxytocin, the chemical that enables people to feel compassion, sympathy, trust, or love. They are evil, but don't know they are evil. Statistically, PWOCS are about 2% of the male population, and 1% of the female population. But because they gravitate to positions of power and money, within leadership ranks they may compose closer to 5-6% of senior executive positions.<sup>72</sup>

While the worst psychopaths are killers, their ranks are also filled by bullies and manipulators. Those who have risen to the top are usually quite charming, highly intelligent, and know exactly how to skirt the edges of the law, acting unethically, but seldom illegally.

Machiavellians compose the second order of the dark triad. These people have a conscience, but for a number of reasons, often

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<sup>72</sup> See Hare, Robert et al, University of British Columbia Professor Emeritus, studies on the Dark Triad, and psychopaths in particular. See his books: *Snakes in Suits*, and *Without Conscience*.



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having to do with psychic damage during their childhood, they choose to make immoral decisions in their self-interest. Their rationale is that no one else uses their conscience, or is a fool if they do, so why not get the advantage before it's too late. Manipulation, deceit, and conniving are their typical modus operandi. The ends, which are always for their own self-interest, justify the means. No person or code of honor is sacrosanct.

Narcissists fill out the third faction of the dark triad. As their name implies, everything is about them. They are always number one, the most important, the most influential, the most intelligent, the most everything – legends in their own mind. Often they will fabricate or maneuver evidence to validate their own self-aggrandized image of themselves.

Typically members of the dark triad relish playing people off against each other, sowing fear, uncertainty, and discontent.

Separated, the members of the dark triad can create turmoil and dissension. But they are massively dangerous when joining forces, as happened in Germany under Hitler. The Financial Meltdown of 2008 was orchestrated by people who would qualify as the dark triad, or who were snookered into supporting their superficial wisdom and shallow economic theories.<sup>73</sup>

Members of the dark triad look just like normal people, and, in the upper ranks, are typically well educated and highly intelligent. Most often they are very wealthy, because wealth and power are vital to them, but their personal relationships are usually quite superficial, at best. Because they appear “successful” on the surface, many are attracted to them and worship them as heroes. However, their strategies and theories of how the world works are always wired to their own self-interest, not the greater good.

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<sup>73</sup> See [www.PBS.org](http://www.PBS.org): Frontline programs *The Warning*, *Breaking the Bank*, *Money, Power and Wall Street*, *Inside the Meltdown* for excellent exposés.

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For the world to shift to a higher order of functioning, it will be essential to identify members of the dark triad consistently, and limit their ability to wreak damage throughout the world.

## **CHAPTER FOUR:** STAYING TRUE to the PATH

### ***THE ERA OF ANXIETY***

Perhaps we should call the decades that have just passed the Era of Anxiety.

Looking back over the last half century, the realist in me sees a world that does not inspire me.

In my more idealistic youth, like most others of that age, I expected the world was on the cusp of transformation, ready to make an important shift to a higher level of consciousness, to transcend the past horrors of Vietnam, Korea, and World War Two; that the new world of equality for blacks and women would miraculously open up a hole in the rigid ceiling of thinking to allow a new world to emerge; that the dawning of the Age of Information, with all the promise of the Internet, would enable people to share ideas and ideals, spawning a new Renaissance that would eradicate the poverty of thought that has plagued our planet.

Instead, I have seen something quite different. (By my nature I'm an enlightened realist, and generally quite happy, so don't take these as the observations as those of a chronic cynic):

- Economic & Psychological Depression
- Distrust & Conflict in Government, Church, Education, & Business
- Betrayal & Manipulation by our Financial Institutions
- Frenzy, Speed, & Complexity without Deeper Meaning and Purpose
- Identity Defined by Sexuality and Possessions, not Vision and Values
- Lack of Focus & Alignment in our Society on the things that matter most, like friendship, honor, courage, and commitment

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- Fear & Coercion-- Predators & Terrorists
- A Political Process that has lost its civility, resorting instead to sowing fear among its people
- Superficiality to the point of Amnesia of our true Heritage of Freedom and Liberty
- Seeking superficially but Not Finding
- Pseudo-Enlightenment
- Courage & Character (especially in our military)
- Decline of Cherished Institutions (such as government, schools, church, & newspapers) without replacement by something more valuable and trustworthy
- Avoidance & Denial of Personal Responsibility and Caring for others (drugs, me-first attitude)
- Connectivity to everything everywhere instantaneously via internet (enabling sharing and flow of ideas, but less "heart-connectivity" to the people in my back yard)

On this list, only the Courage of our military and the Connectivity is really a positive highlight. The rest of the list is pretty depressing or stressing.

While there is a lot of talk about social networking, I don't see it as a great breakthrough -- to me most of it is quite superficial, at least at this point of its evolution. For example, I have an acquaintance that has over 2,000 "(virtual) friends" on Facebook, but not very many in real life.

Similarly, the presumed spiritual enlightenment movement (what the world needs is a "shift in consciousness") doesn't have the rigour or discipline or strategic soundness to have a measurable effect on changing the course of destiny. Many of the spiritual advocates are very well-intended and good people, but they preach a belief code that is too airy-fairy to truly impact the essential problems that confront us today.

What must we do?

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If Distrust were a disease, we'd declare an epidemic and marshal our efforts to prevent its spread. This is why we must address the ideas of Character, Resilience, and Trust in a unified, disciplined, and integrated approach. A realistic strategy must be soundly grounded in the convergence of four great wisdoms:

1. Wisdom of the Ancients  
(including the Constitutional Founding Fathers)
2. Wisdom of Modern Science  
(providing concrete evidence of what can be measured)
3. Wisdom of the Holy Spirit  
(which Ancients understood, and which aligns our souls)
4. Wisdom of Best Practices  
(grounded in evidence of what has been demonstrated to work and what fails)

In these four wisdoms lies the potential power to achieve what Archimedes envisioned when he said:

*Give me a lever long enough and I can move the world.*

Within these six volumes, I have attempted to lay out the strategy for using these four wisdoms.

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## ***A POLITICAL SYSTEM WE CAN TRUST***

*We face more than a deficit of dollars right now.  
We face a deficit of trust – deep and corrosive doubts about how  
Washington works that have been growing for years.*

--State of the Union Address; January 27, 2010

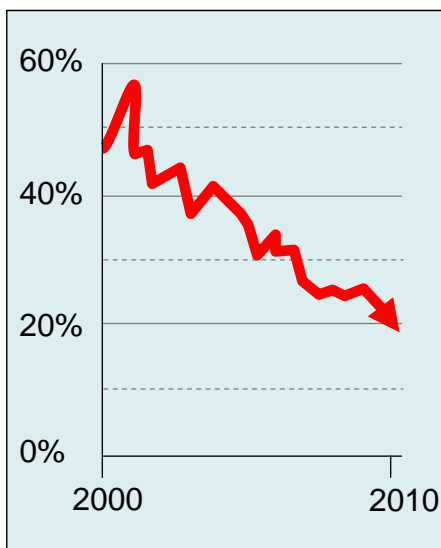
In the January's 2010 State of the Union address, President Obama declared that the most important deficit in the country was the TRUST DEFICIT.

Since the end of the Eisenhower administration (1960), pollsters have been measuring the extent to which Americans trust their government. During the Kennedy administration, nearly 80% of Americans affirmatively answered the question *“Do you trust government just about always or most of the time?”*

Today we do face a number of crises, but the biggest one is not being addressed; and it's getting worse every month – the Trust Deficit. (see Figure 2.) It's at one of the lowest ebbs ever, comparable to the Watergate era.

Depending upon the most recent poll, only a scant 6-20% of our citizens trust Congress. Used car dealers are trusted about the same level as Congress. We trust the United Nations better than our own elected officials. Polls

### **Public Trust in Government: 2000-2010**



Pew Research Center March 11-21, 2010

Figure 2: Trust in Government

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show that citizens are disgusted with the performance of Congress and ready to sweep out incumbents.

How long can a democracy prevail when its people don't trust its elected representatives?

Consumer Confidence, another trust index, is wallowing in the pits, contributing to the depressed state of our economy. When consumers trust the future, spending goes up, deficits go down.

## ***Why we have this Problem***

During his 2010 State of the Union Address, President Obama laid the blame on the traditional culprits, stating:

*To close that [trust] credibility gap we must take action ...  
to end the outsized influence of lobbyists; to do our work openly;  
and to give our people the government they deserve.*

Long on rhetoric, but short on causes or cures. Neither the President, nor the Democrats, nor the Republicans did anything about it.

One big fallacy is that high-minded ethics will cure the trust problem. While ethical standards are essential, they are insufficient alone to produce trust.

The real source of the problem has become so entrenched in recent years it has blended into the fabric of modern politics.

There's an old saying:

*Where there is No Vision...*

*Everything Defaults to Politics*

Today we have a "vision vacuum" in politics all across the land. Candidates tell us more about what we should revile in their opponents than what we should admire in the candidate's view of the world.

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The parties have no real ideology that distinguishes them, just constituencies to which they try to appeal. John Dean, former White House Counsel observed that today's political parties have

*coalesced political force through the power of negative thinking and the ability to find common enemies... defining themselves by what they oppose ... without enemies [today's] politics would lack its organizing principle.*

## ***Betrayed by the Permanent Campaign***

Americans are not nearly as gullible as pollsters think. Americans have been switching sides from election to election because we don't trust the people we elected in the last round. We no longer vote for one party's or candidate's platform, we vote *against* the scoundrels who were voted in during the last election.

We vote to register a powerful sign of *protest* against the conduct and egregious *lack of character* of our politicians. As a nation, we are revolted by the abuses they have heaped upon us. As commentator Charles Krauthammer said so well:

*Every two years the American politics industry fills the airwaves with the most virulent, scurrilous, wall-to-wall character assassination of nearly every political practitioner in the country - and then declares itself puzzled that America has lost trust in its politicians.*

In the aftermath of any election, it's quite easy for the winners to bask in victory's sweet sun. Whether Republicans or Democrats, the winners should be forewarned:

***Celebrate not in thy prideful glory;  
Alas, be not content, for thy fortunes are illusory.  
Newly elected: You are on a tight probationary leash.***

Look at what virtually every grass roots focus group across the land declares on the eve of elections: "lack of accountability," "lies and deceit," "too many brutal attacks," "smear campaigns," "not



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concerned with current important issues, like jobs,” “negativism,” “no real solutions,” and so forth.

Apparently Washington does not listen to the people during any campaign, because the same slander goes on from one election to the next, and there is no evidence that any transformational revelation is in the works. We put our elected representatives on a two year probation; hoping to see that we might be able to trust them, because we can't now.

Despite the emotional satisfaction of sweeping out those currently in power, such action is just trading the devil we know, for the devil we don't know.

## ***Consequences If We Don't Solve this Problem***

Not dealing with this problem has enormous consequences to a democracy. At what point does a democracy become so demoralized that the electorate no longer votes? No longer cares about its fate? Or opens the path for a demagogue? Or becomes utterly disgusted, leading to revolt? The Tea Party is the just the tip of the emotional iceberg, and Congress the navigator of the oblivious ship Titanic.

This is what my mentor, colleague, friend, and co-author, Paul Lawrence was referring to when he said:

*Trust determines the course of history,  
the fate of nations,  
and the destinies of people.*

How right he was.

Political representatives should sign an Honor Code (See Volume Four) consisting of the Eight Pillars that Build a Covenant of Trust (again listed later in this chapter). Members of Congress have Ethical Standards that they occasionally enforced. They should have an Honor Standard that they adhere to. I was a Boy Scout and a Military Officer. We had our behavioral standards that George Washington would have honored (see later in this chapter). There is

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no reason why Congress or any other politician should not have adhere to such a standard. Democracy is at stake.

## *Ugly Campaigns of the Past*

The real culprit for the trust deficit lies lurking in how viciously we now conduct our political campaigns.

Vicious campaigning is nothing new in our land. The Presidential elections of 1824 and 1828 between Andrew Jackson and John Quincy Adams are the worst examples of personal attacks and unethical dealings in our history. Demonizing one's opponent, sowing fear, uncertainty, doubt, and distrust in the minds of the electorate has been an effective, though messy, ugly, dishonorable method of getting one's candidate elected.

What's different today is that campaigning no longer ends with winning a race. Campaign consultants now rule the roost, providing daily advice to representatives during their tenure. Rather than listen to their constituency or their conscience, elected officials keep their ears glued to their campaign advisors who daily blast opponents, real or imagined, making the other side look bad, blocking them at every cross-roads, stopping them dead in their tracks, bludgeoning them on every issue, vilifying them to ruin their credibility, blaming the other side for all our problems, and on and on.

For example, at a recent fund raiser, the Republican National Committee Chairman admonished candidates, urging them to "pull out a knife or a club or whatever it is" to "knock a Democrat out." Democrats react to this mentality tit-for-tat. Below-the-belt campaigning has become a permanent priority even while Congress is in session, making it treasonous to cross party lines to work constructively with the other side (implying the "enemy").

Fear may win elections, but fear is a two-edged sword, because it's the essence of distrust. No sane person trusts those adept at spreading fear through character assassination, bold-faced aggression, manipulation, denial, blaming, and coercion – now the defining qualities of our elected representatives. This is the *betrayal*

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by the permanent campaign; it's hijacking our democracy and the rule of representation; it's the core of the trust deficit.

As Confucius so eloquently said over two thousand years ago,

*Without Trust, Life is Not Worth Living*

## ***What must be Done to Save our Democracy***

Neither party has put forth a proposal to solve the trust deficit. Thus I propose a five point program:

1. *Make Trust a Campaign Issue:*  
Trust is the result of people acting with strong values, ethics, honor, and conscience. These are the characteristics of great leaders. Campaigns must emphasize these qualities.
2. *Put your constituency top-of-mind:*  
People trust those who put the common-wealth (greater good) ahead of personal wealth and power. If personal gain is primary, you shouldn't be a public servant, be a lobbyist.
3. *Make Vision, not Viciousness, paramount:*  
There was once a time when being a liberal or a conservative meant something; people distinguish between ideals and values. Now, it's: oppose anything the other side advocates. The adage prevails: *Where there is no vision, everything defaults to politics.*
4. *Bury the Hatchet:*  
Ronald Reagan and Tip O'Neil are the perfect example of reconciliation after an election. While very different in political views, after the 1980 election these two powerhouses became work horses, rolling up their sleeves, and focusing their energies on solving the problems of the nation. Their collaboration, despite their differences, created a stronger nation, and built trust in government.
5. *Honor Differences:*  
All great leaders understand that *differentials in thinking* are the real source of creativity and innovation. Our Founding

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Fathers, while seldom agreeing, were very aware that in their differences lay the well-spring of new insights and solutions. It is by using our varied viewpoints constructively that we will conquer the problems of poverty, the economy, and the environment.

The future of our democracy is at stake; time is running out.

## ***THE LESSONS OF THE FOUNDING FATHERS***

### ***Why Washington was America's Most Trusted Man***

In world history, George Washington still remains unique among leaders. The pains and frustrations he endured during the American Revolution would be enough to crumble a battalion of normal heroes. His composure under stress is greater than legendary. At the end of the Revolution, the country was deeply divided: A third of the nation supported the new regime, a third was neutral, and a third still supported the King of England.

Who could lead a divided country? Only someone whose integrity was impeccable. That was Washington.

While Washington was well known as aloof, almost to the point of seeming cold, his distance was always tempered by sincere humility, never self-righteousness. His unwavering commitment to the principles of a democratic republic and his aversion to tyrannical monarchies always prevailed over his personal interests or gain. In all affairs he always exercised restraint – unlike the typical European monarchs.

The use or abuse of power is the perfect example of how he balanced his own self interest with the greater good of the people. As historian Edmund Morgan has observed:

*Washington's genius lay in his understanding of power, both military power and political power, an understanding unmatched by that of any of his contemporaries ... showing itself in the ability to take command ... concentrating his forces to strike*

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*efficiently when the opportunity presented ... always bent on winning.*

*He understood the political basis of power ... which ultimately depended upon public opinion, which was as fickle then as now ... Although Washington's complaints to Congress [for failure to adequately fund his struggling army] were fruitless, he never appealed over the heads of Congress to their constituents.*

*Washington was fighting not simply for independence but for an independent republic. He was fighting a people's war, and he knew that he would lose what he was fighting for if he tried to take more power than the people would freely give ... In the end, he believed, the people would do the right thing. Washington's patience in waiting for the people to do the right thing is remarkable.*

*He never doubted that the United States must be a republic. And the principles of republican liberty ... dictated that the military must be forever subordinate to the civil power ... although it meant submitting to a body that became increasingly incompetent, irresponsible, and corrupt. He never sought power on any other terms than those on which he had initially accepted it, as servant of the people.*

*The independence of the republic owed much in the end to the wisdom of men who understood the interests of the people better than their elected representatives did.*

*Washington had none of the range [of talents] of the brilliant men around him: the intellectual curiosity of a Jefferson, the fiscal genius of a Hamilton. But in his understanding of power he left them all behind ... When he retired from the presidency after eight years, he had placed the United States on the way to achieving the power that he had aspired to for it.<sup>74</sup>*

It's vital to understand how Washington came to respect this balance, because the lesson is pivotal in making America a great

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<sup>74</sup> Morgan, Edmond, *The Genius of George Washington*, Norton, 1980 p 6-25

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nation. Most of us are familiar with the observation of Lord Acton in 1887:

*Power tends to corrupt, and absolute power corrupts absolutely. Great men are almost always bad men.*

However, few know that in 1770, William Pitt the Elder (British Prime Minister from 1766 to 1778) said:

*Unlimited power is apt to corrupt the minds of those who possess it; and this I know, my lords, that where laws end, tyranny begins.*

Pitt was a staunch advocate of freedom and liberty. As early as 1764 he had been a spirited advocate of allowing American colonists to have representation, independent judges, and jury trials. He had declared that America could not be conquered by military force. Pitt was a defender of the freedom of speech, and supported freedom of speech. American patriots carefully followed Pitt's proclamations. He was a friend of liberty.

But more. The Founding Fathers were acutely aware of ancient history, to a much greater extent than we are today. Several read Latin and Greek, and were fully aware of Plato's admonitions about the fragility of Greek democracy<sup>75</sup> that any even a state ruled by the people would fail unless its leadership was imbued with principled wisdom<sup>76</sup> and the practice of honor.<sup>77</sup>

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<sup>75</sup> Plato had become disillusioned with Greek democracy which had none of the checks and balances that the Founding Fathers introduced into modern democracy. Plato advocated a system ruled first by the wise, then by the honorable. He believed a state ruled strictly by the people without the wise and honorable, could easily fall prey to tyrants. It was the Greek author, Polybius, who later wrote about the system of checks and balances necessary to contain abuse that the Founding Fathers used in framing the American Constitution.

<sup>76</sup> Wisdom in Greek is *philosophia*: literally the "love of wisdom," hence our English term "philosophy."

<sup>77</sup> The Greeks were highly enamored of the concept of honor, making it a centerpiece of their society. They blessed this superior virtue with the

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The ideals of principled leadership were brought into crystal clarity by the publication in 1776 of *the Decline and Fall of the Roman Empire*.<sup>78</sup> Copies were immediately shipped to America and its lessons were readily absorbed by Jefferson, Madison, and Washington.

The author, Edward Gibbon, was a realist well acquainted with Machiavelli, but Gibbon's primary question centered on how an empire so powerful as Rome could fall into ruin.<sup>79</sup> Washington was also quite fond of the play *Cato* in which "the man of honour scorns to do an ill action."<sup>80</sup>)

While none of us are ever going to be George Washington, the self-discipline he used to achieve this greatness can be practiced by every leader in business, government, or the neighborhood.

Lost to most who study history, Washington was a practicing "stoic." What does this mean? Perhaps a little historic background will shed some light on this. Stoicism is a philosophy about life that derives from the Greeks, and was practiced by Roman Emperor Marcus Aurelius, who was trained by Greek philosopher Epictetus. Washington was a disciplined practitioner of the deep virtues espoused Marcus

*If it is not right do not do it;  
if it is not true do not say it.  
-- Marcus Aurelius*

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word: *philotimo*: literally the "love of honor," which regrettably has no parallel word in English.

<sup>78</sup> Washington owned a copy of the six volume set, which was listed in his library's inventory at the time of his death in 1799.

<sup>79</sup> Gibbon made it clear that after the death of the great hero and principled leader, Marcus Aurelius, the empire spiraled into ever accelerating decay because civic virtue was replaced by greed and self interest.

<sup>80</sup> Goode, Stephen, *Insight on the News*, citing Brown University /University of Alabama historian Forrest MacDonald's observation that George Washington saw on several occasions and admired enormously Joseph Addison's play, *Cato*, which deals with ancient Roman virtue, August 10, 1998

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Aurelius,<sup>81</sup> whose book "*Meditations*" had been widely published during the colonial era.

Since his childhood Washington had admired Aurelius' stoic quest for wisdom, virtue, self-restraint, tolerance, and honor.<sup>82</sup> Calmness, tolerance, and the ardent refusal to display hate or rage were essential to prevent distortion of rationality, morality, and good judgment. Practicing the stoicism religiously meant living by a simple premise:

*What matters most is a man's behavior, not his ideas.*

That's what made Washington the most trusted man in our history.

A government based solely of checks and balances is insufficient to sustain our nation's future. The legitimate use of power requires balancing self interest with the virtues of the greater good. Our public servants must be held to a higher standard. An *educated electorate* and *enlightened leadership*, esteeming character and cherishing wisdom, can empower us.

It's time to summon from seclusion the insights of our Founding Fathers in restoring trust in government; else the United States of Amnesia becomes another lost democracy.

Designing a government that could be trusted by its citizenry was foremost in the minds of the framers of our modern republic over two hundred years ago. Our Founding Fathers were acutely

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<sup>81</sup> Aurelius was considered one of the very fine, and unique leaders of Rome. Unfortunately Aurelius spent most of his regime on the Roman frontier fighting battles on the Empire's perimeter, not giving Aurelius much opportunity to make institutional changes to the Roman culture. After death of this principled leader in 180 AD, the empire spiraled into ever-accelerating decay as civic virtue was replaced by greed, self interest, and corruption that depleted the empire of its values and spirit.

<sup>82</sup> See Washington, George, *Rules of Civility and Decent Behaviour in Company and Conversation*, published by the Mount Vernon Ladies Association, 1989 and Grizzard, Frank, *The Ways of Providence, Religion & George Washington*, Mariner, 2005, *Daily Prayerbook* written by George Washington, p 81-116



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aware of history, to a much greater extent than we today. For them, applying the lessons of the failures of ancient Greece and Rome was paramount to ensure that the formation of the United States did not replicate their fatal flaws.

Tragically we're falling prey to the same fallibilities our Founding Fathers warned against.

## ***Thomas Jefferson on Education***

Thomas Jefferson wrote extensively about imbedding the qualities of trust, character and virtue into a good education, which he regarded as essential to the foundation of a democracy:<sup>83</sup>

*Laws will be wisely formed and honestly administered in proportion as those who form and administer them are wise and honest; whence it becomes expedient for promoting the public happiness that those persons whom nature has endowed with genius and virtue should be rendered by liberal education worthy to receive and able to guard the sacred deposit of the rights and liberties of their fellow citizens.* <sup>84</sup>

*Among the benefits of education [is] the incalculable advantage of training able counselors to administer the affairs of our country in all its departments, legislative, executive and judiciary, and to bear their proper share in the councils of our national government: nothing more than education advancing the prosperity, the power, and the happiness of a nation.* <sup>85</sup>

Jefferson's concept of liberal education was very different from what we think of today. Then, education's purpose was to *make better citizens* by focusing on both *character* and *wisdom*.

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<sup>83</sup> Jefferson was highly influenced by Rousseau's book "Emile, or On Education" in his thinking about the holistic development of citizens.

<sup>84</sup> Thomas Jefferson: Diffusion of Knowledge Bill, 1779. FE 2:221, Papers 2:527

<sup>85</sup> Thomas Jefferson: Report for University of Virginia, 1818

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Our modern construct of education has changed its priorities: now it's *competence* and *knowledge*, producing too many graduates who are highly competent Machiavellians.

Making this shift back to a more classic education will take years of debate by the educational system. We cannot wait that long. If the schools of education cannot make this shift, parents, corporations, and churches must seize the initiative.

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## ***THE ROLE OF EDUCATION***

Because humans are not born with the knowledge acquired by their parents, education is the primary means of transmitting knowledge and culture from one generation to the next.

We learned in Volume Five that culture is the primary means of determining the fate of a nation. Thus the link between culture and education is critical.

### ***Einstein on Education***

*Sometimes one sees the school simply as the instrument for transferring a certain maximum quantity of knowledge to the growing generation.*

*But that's not right. Knowledge is dead; the school however, serves the living.*

*[The school] should develop in young individuals those qualities and capabilities which are of value for the wellbeing of the commonwealth. [Note: "commonwealth" means "the common or greater good."]*

*But that doesn't mean individuality should be destroyed to become a mere tool of the community, like a bee or an ant. ... On the contrary, the aim must be the training of independently acting and thinking individuals, who see in the service of the community their highest life problem.*

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(from *Out of My Later Years* p 30)

Most people think of education as the means of transmitting knowledge. I think this is a mistake in that we must transmit far more than knowledge, especially since knowledge is changing so fast today that most knowledge is becoming obsolete with lightning speed. Beyond knowledge, there are three pivotal roles for education:

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## ***1. Finding One's Purpose***

Robert Ulich,<sup>86</sup> head of Harvard's School of Education in the 1950s observed that it is the school's responsibility to aid an individual in discovering a purpose in life—without which it's impossible to align on a progressive trajectory. The Greeks foresaw the need to help its youth discover the deeper values of life itself; the Romans did not.

*If our schools fail to help a person discover his purpose, they fail in almost everything that really matters.*

Helping a student find mission and purpose in life should not be confused with finding a job or getting accepted to a college. (Much in this set of books is dedicated to help correct this deficiency in schools today.) Speaking with recent college graduates, they are overjoyed when I address this issue with them. Nearly all want to make a difference in the world they are entering, but stymied as to what direction to take in their lives, resulting in a tragic waste of human potential.

## ***2. Perpetuate a Powerful Democracy***

Jefferson was a visionary who, later in his career, served as President of the University of Virginia, a position into which he threw his whole mind and commitment. He recognized the

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<sup>86</sup> Ulich fled Nazi Germany in 1933 because his eloquent views of education were so opposed to Hitler. Ulich wrote, "Nothing is more dangerous to mankind than the divine gift of faith uncontrolled by the equally divine gift of reason." Education, was a long enduring process of cultural self-evolution in which we must discover ourselves as part of a reality that is creative and whose power compels a cosmic reverence. Ulich's thinking reflects the spiritual quality of education, which transcended most educators today. As Ulich explained, "The most radical and comprehensive thinking leads a person beyond the boundaries of the merely empirical and rational..." His wife, Elsa Brandstrom, was, according to divinity scholar Paul Tillich of angelic quality.

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inextricable relationship between education and democracy. An ignorant electorate could not possibly sustain a democracy. Despots would soon snooker the populace unless the people were adept in their understanding of the basics of justice, their civic responsibilities, and the nature of government itself.

His commentary (above) refers to wisdom, honesty, knowledge, and virtue, all of which are very “Greek” in essence. (Jefferson was well acquainted with Plato, Polybius, and Plutarch.) Education must be “worthy” in its elevation and impact to “guard” the “sacredness” of the rights of citizens. This implies a standard of excellence beyond the transfer of knowledge from teachers to students.

At the time Jefferson was writing, education also implied the building of “character” which included the Greek principles of trust: honor, integrity, virtue, courage, and ethics.

Today, these qualities are sadly missing in most educational systems, primarily because we focus more on building competencies -- practical skills that will help a student get into college or get a job. So much for character. Many graduates of our finest institutions of learning now subscribe to a standard of ethics that better suits a snake than human, and then bring that unprincipled lack of judiciousness into the arena of public service or business.

### ***3. Evolve Civilization***

The previous volume (*History's Hidden Lessons*) outlined qualities of the Greek civilization that created a vibrant and vital culture. The primary role of culture is to transfer the learning, wisdom, and values from one generation to the next. These six volumes were written with one specific objective: the future evolution of our civilization is dependent upon people learning *wisdom*; and the single most important institution for enabling this process is education.

If the culture is corrupt, declining, or lost, it's the role of educators to teach the values that will correct a destitute trajectory.

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And if the trajectory is honorable and evolutionary, educators must be committed to making it better.

Having led workshops and taught leaders in both corporate and university settings for a large part of my career,<sup>87</sup> I don't get any sense that educators or educational systems have any clear direction about this larger purpose for our schools. Secondary school educators might, with some legitimacy, claim that the problems of drugs, violence, teenage pregnancy, and dropouts are too large and consuming to worry about such high-minded things. "After all, if you're up to your ears in alligators, it's pretty hard to remember your objective was to drain the swamp!"

However, I maintain that the lack of purpose, direction, and values<sup>88</sup> contributes greatly to those problems we face. It's the corollary of the principle: "Where there is no vision, everything defaults to politics."

A world that cannot trust is, by its nature, dysfunctional, and cannot progress. One of the most important elements in an evolving civilization and culture is to build it on a foundation of trust. (Volume Four --*Building a World You Can Trust* -- outlined many of the principles that must be embraced in a curriculum that teaches trust.)

As Confucius stated: A life without trust is not worth living.

In particular, there are eight principles and six qualities that are embraced by trustworthy people which are essential to transmute from one generation to the next:

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<sup>87</sup> I stopped counting after hitting the 30,000 mark in executive education

<sup>88</sup> This implies an integrated Body-Mind-Spirit development process

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## **Eight Pillars that Build a Covenant of Trust**

### **"FARTHEST"**

1. *Fairness & Reciprocity for the Good of All*
2. *Accountability (external) & Integrity (internal)*
3. *Respect, Empathy, & Honor of All*
4. *Truthfulness & Courage*
5. *Honorable Purpose & Commitment*
6. *Excellence & Standards*
7. *Safety (physical) & Security (social & economic)*
8. *Transparency & Openness*

## **Six Qualities of Trustworthy People**

### **"6 C's"**

1. *Character*
2. *Collaboration*
3. *Competence*
4. *Courage (Championing)*
5. *Compassion/Caring*
6. *Co-Creativity*

And lastly, an educational system that seeks to advance civilization should teach students not just what to think, but *how* to think: how to ask questions, how to find root cause, how to avoid trite solutions, how to engage in creative inquiry, how to discern and distinguish truth from bunk, how to avoid the traps of group think, how to recognize evil and manipulation, how to respond to tyrannical leaders, how to shift differential energy, how to build synergy, how to use the principles of great leaders in every day life, and a litany of similar issues.

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## CHAPTER FIVE: CREATION OF A NEW WORLD

### The Future Must Not Be a Reflection of the Past, or We Are In Big Trouble.

We live in the most rapidly changing, fast moving times ever experienced on this planet. When change rockets forward, the ambiguity, complexity, and uncertainty it leaves in its wake shatters trust, expectations, habits, and sometimes even the very foundations of civilization itself.

In these concluding sections of this last volume, I'll share some thoughts on what we need to do to create a world that works for our children. (While I've made most of these points in earlier volumes, they are worth reemphasizing.)

#### *Fear Cripples Civilization*

At the core of any civilization's failure will be found two forces which in opposition to each other: Fear and Courage. Aristotle said the latter was the most important quality one can have. When Rome finally fell, the Roman leaders' will to fight evil barbarians at their gates was thoroughly depleted; instead they made a Faustian bargain, and ultimately sold whatever semblance of their souls to an evil even greater than they. Kenneth Clark observed in his book on *Civilization* remarks:<sup>89</sup>

*A world of fear and darkness [is] ready to inflict horrible punishment for the smallest infringement of a taboo.*

*Thinking about the almost incredible epoch of the Roman Empire tells one something about the nature of civilization. It shows that however complex and solid it seems, it is actually quite fragile.*

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<sup>89</sup> Clark, Kenneth; *Civilization*; Harper Row; 1969, p 2-4



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*It can be destroyed. What are its enemies?*

*First of all fear – fear of war, fear of invasion, fear of plague and famine, [I might add fear of cruelty and injustice] that make it simply not worthwhile constructing things or planting trees or even planning next year's crops*

## ***Courage & Commitment***

Courage (from the French "coeur" meaning "heart") is the belief or commitment to something larger than your fear. Bravery is the absence of fear or just overcoming fear. This is an important distinction, because if you are committed to nothing, you can have no courage, regardless of your bravery.

Thus a lack of courage implies a lack of commitment, and this is the crux of our problem today.

For example, once knowing that you are committed to your highest destiny, then it's more likely that I will then trust you more because you are more likely to stand for that commitment rather than buckle under pressure. That's how trust is so closely connected to courage.

## ***Fear Destroys Trust***

Fear is the greatest destroyer of trust. Understanding how to create trust in a world of fear will be one of the great achievements of this next generation. Historian Kenneth Clark observed that:

*It is the lack of confidence [distrust], more than anything else that kills civilization.*

In his extensive study of civilizations throughout history, Clark concluded that great civilizations had an energy about them -- vigor and vitality - that came from the trust, confidence, discipline, and belief one had in its philosophy, laws, as well as the confidence people had in their own mental powers. These are important guidelines for the future of our modern world.

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He also warned that when these elements are missing, negativity creeps in to fill the void of confidence:

*We can destroy ourselves with cynicism and disillusion,  
just as effectively as bombs.*

## ***The Thrill & Passion of Fear***

At the beginning of this volume I quoted Yeats. In particular this stanza is so applicable today:

*The best lack all conviction,  
While the worst are full of passionate intensity.*

When these emotions activate us, we sense what it means to be fully alive! This is both the blessing and curse of humanity. As the Greek stoics warned, passion can charge us with electricity like a thunderbolt from hell, emblazoned with wantonness and destruction. Or the opposite, bringing us jubilation and exaltation.

Such is the curse of fear (including its derivative siblings, vengeance and anger); fear *fills us with passionate energy*. Fear is exciting. That's why so many people love roller coaster rides or horror movies. War and fighting and sex give a person this same exciting adrenaline rush.

Fear creates its own self-regenerative, self-propelling (although negative) synergy.<sup>90</sup> Fear then drives us to formulate our own crazed view of the world, which, of course, results in erratic or demonic behavior, that, in turn generates more fears; and the cycle self-perpetuates.

Yeats words need not be prophetic. While fear is normal in the human experience, its energies only become possessive when not disciplined by a stronger energy that comes, not from willpower,

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<sup>90</sup> See Corning, Peter, *Holistic Darwin* for detailed explanations of negative synergies. Cancer is a good example of a negative synergy where the biological interaction of cancer cells work synergistically with the human body to produce a death destroying effect.

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but *purpose-power* – making a soulful and passionate commitment to a more powerful ideal or destiny or purpose greater than ourselves.

*Purpose-power is the only real force in the human arsenal that, combined with trust, can tame fear.*

This is what the Greeks idealized as a *Meta-Quest*.

## ***A Rudderless Ship?***

In our lives we must *replace* the fear with a *commitment to a higher value or destiny*. The destiny of a nation, or community, or the fate of an individual, to be fulfilled in the highest sense, requires that clarity of mission and purpose.

Today our finest schools turn out thousands of the most highly competent students the world has ever seen.

What's troubling about Yeats' observation, "the best lack conviction," is the best and brightest university graduates lack real clarity of purpose. Making money is not more a purpose for a human being than it is for a business. Making money is, at best, only one measure of success, but it is not a sufficient purpose to give any sense of meaning to either one's life or one's business.

To make matters worse, for all too many newly minted graduates, there are no jobs, because Wall Street investment has rewarded too many short term cost-cutters who sliced and diced their companies to create the illusions of profitability, hollowing out their companies while then setting the stage for a later implosion as they were no longer able to sustain the house of cards.<sup>91</sup> We now value the "lowest cost" and send our jobs to countries where labor is cheapest.

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<sup>91</sup> The case studies of this phenomenon are legion. For example, when Kimberly Clark purchased Scott Paper, they found a company that had artificially plumped profits to maximize its illusionary value. The bludgeoning of suppliers to obtain lower costs at General Motors resulted in parts defects that drove up warranty costs, which were higher than their profits for years, ultimately resulting in bankruptcy.

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It's a cyclical problem: the middle class is further diminished, resulting in less economic buying power, forcing more cheapness, forcing fewer jobs, and the cycle spirals slowly, and tragically downward. More cost cutting layoffs are announced, plants close, communities die, and everyone blames someone else.<sup>92</sup>

With no rudders and no stars with which to navigate, the ships in our fleet circle aimlessly out of control, colliding and spiraling on toward oblivion, depressed, self-obsessed, and tuned out on drugs.

Everyone of those highly educated college graduates expected to go out into the world so that they could "make a difference." Yet the schools where they were taught:

*Failed to help a person discover his purpose,  
failing in almost everything that really matters,*

while simultaneously failing to provide the deep wisdom that would enable to resurrect when faced with terrible adversity.

Most graduate hope that somehow, through some stroke of magic, that their career will somehow reveal their destiny, or at least give them meaning and purpose in life, and , and by the time they hit mid-life they experience the crisis that their lives are not very meaningful.

Knowing what we truly want early in life magnifies in importance later in life. Learning what we want for our lives is not a task to be taken lightly and compromises early in life can have massive consequences later in life.<sup>93</sup>

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<sup>92</sup> One only needs to look at Detroit today. Years of cost cutting and bickering between labor and management have left a local economy in tatters. House are next to worthless, meaning their owners cannot sell them to get any reasonable equity out of them. Homes with no value can't be used as collateral for financing a child's education, further limiting the future of our next generation.

<sup>93</sup> For example, at my 20<sup>th</sup> college reunion, I asked all my friends who became lawyers if they would choose the profession again were they given the choice, and almost all said "no."

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Caught between the brightest sophisticates and the most passionate fools lies a “muddy middle” composed of people dying of self-imposed cynicism or material illusions, tuned-out on drugs, or hideously depressed.

Today depression is one of the greatest illnesses in our society, affecting about 20% of our population.<sup>94</sup> Soaring suicide rates among teenagers is saddening evidence. Just as tragic is finding that now one American male in a hundred is incarcerated behind bars..

With neither educators nor parents equipped to give a younger generation the wisdom, insights, nor tools to find a path forward, children and adults alike are left to default to the illusionary lure of *heroic materialism* or drop out.

Angry, many have withdrawn from society, becoming despondent, seeking a center they cannot find.

Our educational system and our business system has failed them, because our culture has failed them in providing the values, insights, community and thinking that will lift them to a world that works.

This requires an *Enlightened Realism* in our view of the world, like the one the Greeks were in the process of formulating. It differs greatly from the *Material Realism* of the Roman Era, or the ugly and empty *Survivalist Realism* that characterized the Dark Ages.

## ***The Pathways of Destiny & Power of Progression***

Just in the last century, our world has teeter-tottered between the Greek, Roman, and Dark Age possibilities. Certainly the darkest

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<sup>94</sup> According to a World Health Organization study based on interviews of more than 89,000 people in 18 different countries (published July 25, 2011 in BMC Medicine), more people reported being depressed in France and the U.S. than anywhere in the world. The study found that 21 percent of people in France and 19.2 percent of people in the U.S. reported having an extended period of depression within their lifetime. On average, 15 percent of people in high-income countries reported having an episode, compared with 11 percent in low-income countries.

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destructive forces of Hitler, Mussolini, Mao, Stalin, Edi Amin, Pol Pot, bin Laden, and their ilk epitomize the Dark Ages; Wall Street is purely Roman; and the spirit of the Founding Fathers is Greek. How we distinguish these forces and the pathways each takes us will determine the course of human destiny.

That great Greek spirit of innovation, experiment, and discovery, while seemingly dormant, is in our American culture – it was imbedded there, quite purposefully, by the Founding Fathers. It is the sleeping giant awaiting, seeking to brought forth out of its slumber to excite and reinvigorate our planet. Ironically, it is in our military culture of honor and commitment that this giant still manifests its mighty presence. That's why in America, Canada, and Europe the military is the most trusted government institution, by a wide margin.

In Volume Five, I spoke of the *Power of Progression* as the conscious embodiment of growth, both personal growth and societal growth. The Greeks were the first masters of the power of progression. They had a sense of purpose and mission – destiny – that gave the culture its unique vibrancy.

Where are we today? Is there any sense that, as a culture we are on the journey of progression? How about our children? Do they think their lives will be better than that of their parents?

Today, for the first time in American history, many of the youth of our country believe that their lives will be *worse – personally and economically* -- than that of their parents. This is a certain indicator that we have lost the power of progression to inspire and personify vitality. An individual who sees their future fate in decline is no different from a society that perceives its future pessimistically – all are on that slippery slope toward depression then death.

## ***Finding the Center***

The Greek giant within us needs to be awakened, brought back to life, and its genetic material embedded back into the DNA of our institutions to bring us back to a more fulfilling life. Much of the

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Western world is now in a malaise, trying to find the “center.” Historian Kenneth Clark made some relevant observations:

*At certain epochs man felt conscious of something about himself – body and spirit – which was outside the day-to-day struggle for existence and the night-to-night struggle with fear; he has felt the need to develop these qualities of thought and feeling so that they might approach as nearly as possible to the ideal of perfection – reason, justice, physical beauty, all of them in equilibrium.*

*Western Europe inherited such an ideal. It had been invented in Greece in the fifth century before Christ and was without doubt the most extraordinary creation in the whole of history, so complete, so convincing, so satisfying to the mind and eye, that it lasted practically unchanged for over six hundred years. ... [then] of course, its art became stereotyped and conventional.<sup>95</sup>*

Today, how would we rate 21<sup>st</sup> century America or Europe against this standard of societal excellence? Perhaps grappling with the question makes us uncomfortable because of the inadequacy of our answer. We once had an answer, two thousand years ago. The Greeks got it; the Romans squandered it; and the Dark Ages destroyed it.

The results of not having such a standard of excellence and a progressive trajectory have tragic consequences. Thomas Edison observed eighty years ago that we have made extraordinary progress on the technical side, but virtually none on the social side; and if that continues, we are dooming ourselves to our own destruction. Unless we emerge in a new age of Enlightened Realism in our educational, governmental, economic, and spiritual institutions, we will look more and more like ancient Rome.

## ***Trajectory to Hit the Highest Mark***

Sports teams that don't think they have a chance of making the playoffs in a year or two, don't. Neither do companies that see

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<sup>95</sup> Clark, Kenneth, *Ibid*, p 3.

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themselves only as a means of making a profit for their shareholders.

In my experience revitalizing deteriorating communities, the first thing in turning the tide was to create a vision of future for the people, a sense of hope to cure the despondency that manifests after what the Greeks termed "suicide of the soul."

There's an old adage that says: "If you shoot for the moon, you might hit a mountain top. If you shoot for your foot you are sure to hit it!"

The trajectory for the future must be propelled not simply with intellectual logic but also with emotional passion – an inner commitment and a powerful belief that a positive future will become a reality. In generating progressive power, each who touches the vision must add something of value – making it better or broader or more universal or more accessible.

The importance of trust is inextricably connected to the *Power of Progression*. With trust, people see that such progress will be the inevitable of the struggle to overcome obstacles. The Romans tried to live this belief as an illusion, and the longer the illusion was unfulfilled, the more elusive it became, until the dream drifted away, to be replaced with a progression of psychopathic leaders, such as Caligula or Nero.

## ***A Course We Can Be Passionate About***

We must all become more aware of what it means to be a "Civilized" Society. What is needed is a new, constructive view about what are the central themes for modern civilization, such as:

- The Quest to Discover One's Personal Mission & True Identity
- Making Trust a Central Organizing Principle of Organizations and Leaders
- Making Work a place of Collaboration and Innovation where all Contribute and Share the Rewards
- Honoring, Respecting, & Rejoicing in the Divinity of Diversity



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- Being Compassionate and Caring about the Fate of Others
- Making Life a Synergistic Dance filled with Passion, Beauty, & Resilience
- Being Committed to Bringing out the Best in Others

## *Finding Our Identity in Our Unique Purpose*

The identification of our personal purpose is the centerpiece of our true identity. It is a *divine* gift to be cherished and nurtured. Our true identity as a “person of purpose” is noble, even if that purpose be as simple as being a good parent or an excellent car mechanic. Not everyone has the capacity to be the one destined to be part of the team that finds the cure for cancer. But everyone can be great in even the simple things in life.

But we look for fulfillment in all the *wrong things* (such as material wealth) and attach our identity to all the *wrong experiences* (good or bad) or in our *possessions* (rich or poor), or our *acquaintances* (strong or shallow) – none of which are our true identity – we will never truly experience joy or fulfillment. Nor does our gender nor physical appearance nor our personal preferences nor our multitude of biased opinions make our identity. These are all *symbols of an illusion*.

True identity comes from *wisdom* which we hold deep in our souls, from *commitments* we make to others, from *honor* we give graciously, and from *higher purpose* to which we dedicate our life.

Each person needs to make conscious choices about their destiny’s dream and not drift in the winds and tides waiting for a favorable fate that may never come.

The choice between realism and idealism is fraught with pain. Realism is safer than idealism that will inevitably be crushed by disillusionment. But realists are never really happy, especially because realists inevitably become entrapped in materialism. Often success for the material realist is little more than the agglomeration of material illusions that mask their mediocrity when they settle for a dream not noble enough to be worthy of failure.

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In all the pursuit of knowledge, wealth, and superficial happiness we have strayed so far from the more vital thing the enlightened Greeks so often unfolded: the Love of Wisdom – that synergistic unity of heart, soul, mind, and action. The Greeks, as *enlightened realists* understood that holding the dream of a better future -- a quest for a higher destiny, a yearning for a more wondrous synergy -- top of mind, center of heart, and eloquent on one's lips, while recognizing the harsh realities of life and the existence of evil in conflict with nobility.

In his final passage of *Civilization*, Clark expressed his concluding thoughts:

*I don't at all feel we are entering a new period of barbarism. The things that made the Dark Ages so dark – the isolation, the lack of mobility, the lack of curiosity, the hopelessness – don't obtain at all....*

*[Yet today] our specialty is our urge to destruction....that shadowy companion who is always with us, like an inverted guardian angel, silent, invisible, almost incredible – yet unquestionably there and ready to assert itself at the touch of a button; and one must concede that the future of civilization does not look very bright.....*

*The trouble [with our world today] is there is still no centre.*

*The moral and intellectual failure of Marxism [that had so passionately and fanatically overtaken the world in the middle of the 20<sup>th</sup> century] has left us with no alternative to heroic materialism.*

*One may be optimistic, but one can't exactly be joyful at the prospect before us. <sup>96</sup>*

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<sup>96</sup> Clark, Kenneth; *Ibid*, pp 346-47

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## *The Heroic Journey*

The question is posed in the opening line of Charles Dickens' immortal *David Copperfield*:

*Whether I shall turn out to be the hero of my own life ...  
these pages must show.*

And so as we write the pages of our own lives, we choose either the Greek Heroic Journey, or Roman Material Illusions, or the Muddy Middle, or the Depressed Bottom Feeding.

Destiny's path is usually fraught with some struggle – with either our inner or outer world. The struggle is part of the quest, because, if it were easy, it wouldn't be a quest. Destiny's path is almost always more dangerous, confusing, and less explored -- by definition as described by Robert Frost:

*Two roads diverged in an open wood,  
and I took the one less traveled by,  
for it was grassy and wanted wear.  
And that has made all the difference.*

The risks and obstacles can be daunting; emotionally draining; financially challenging; and extremely time consuming. The quest may necessitate a new circle of friends, or even a new location to make your highest and best destiny truly work. There may not be any support, a dearth of resources, and conventional wisdom may become a major blockage, as the old homespun adage advises:

*It ain't so much the things we don't know  
that get us into trouble.  
It's the things we do know that just ain't so.*

The course of destiny is never a straight line because of all the obstacles in the way. It runs like a river on its inevitable course to the sea, winding and twisting its way along paths of least resistance, fateful strokes of luck, and grit of determination.

The great irony of destiny is that while it seeks the high road, inevitably it courses the humble valleys through the swamps, and

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into the backwaters too. The biggest difference between a river and a swamp is that the river has boundaries. It is our discipline that converts the swamp into a river and allows it to flow.

One may chase Destiny's Dream into many swamps, and down innumerable blind alleys, dead ends, rat holes, and snake pits, making emotional and financial investments in people and things that rob one of dignity, inspiration, aspiration, faith, and security. Sometimes it is only faith in *God and Destiny's Promise*, along with a few wise friends can help pull one through the quagmire and quick sands.

No leader can truly know at the moment of any decision, if he or she may be standing on the cusp of history, if his or her decision at that one unique point in time that throws the balance of history to one side or another - if they are making their own fateful decision to "cross their own personal Rubicon."

So often it's a set of small, seemingly inconsequential decisions that, when compounding one upon another, turn the tide of fate for better or worse.

Decisions not to take action on information on Arab terrorists led to the 3000 fatalities in the World Trade Center in New York. Assumptions that Hitler could be appeased led to tens of millions of deaths in the Second World War. The sound judgments of *enlightened realism* gave rise to actions to avert nuclear holocaust when Kennedy and Khrushchev collided in October of 1962.

Most of us will not make the decisions that turn the fate of the world. But we will make decisions that affect our own fates as well the fate of other people in our linkage of relationships. Decisions to cheer or jeer, to ridicule or elevate, to critique or exalt can seem meaningless at the moment, but momentous as the accumulation of a lot of small decisions become a crescendo in someone else's mind, manifesting negatively as in personal tragedies, suicides, and depression or positively as achievements, breakthroughs, or exaltation. Every decision we make, even the choice of what attitude we have in response to a seemingly insignificant event, can

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have a waterfall effect on others, who then, in turn, make choices based in reaction or response to us.

Destiny -- of a person, team, organization, division, alliance, family or community - may hang on the strength of a leader's vision, the courage of their commitment, and the passion of their trust-building. Twenty six hundred years ago Heraclitus said:

*“Character is Destiny”*

In that simple phrase he embodied the pathway to Destiny's Dream. Character is more than honesty and integrity; it's a deep sense of honorable purpose and a commitment to a personal mission that leads to one's destiny.

If you can create real trust in your world, you have the potential to design a powerful destiny by listening to the dream that stirs in your soul.

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*Dear Friend, I pray that in all things you may prosper  
and be in good health, as thy soul prospers -- 3 John 1:2*

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A bell's not a bell 'til you ring it  
A song's not a song 'til you sing it  
Love in your heart wasn't put there to stay  
Love isn't love 'til you give it away!

- Oscar Hammerstein II

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*Your Mission Now  
Is to take what you've learned in these six volumes,  
And give it away!  
Lift Yourself and Your World!  
Be the Song that must be sung!*

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*The Bell that must be rung!*

*The Spirit forever young!*

*If I have met my objectives, for most who read these volumes, this book by this point should have created a foundation of inspirational wisdom that can propel your life upward in a synergistic spiral, taking others with you on this exciting journey.*

*There will be a few others, who, after reading the six volumes, will want to continue the journey of exploring the power of synergy in our world.*

*For you, what follows in the next section is neither a Chapter, nor an Appendix; it's more like an Epilogue – or a Prologue to the Future -- a view into the Meta-Principles that govern the creation of a universe of possibility.*

*Thus the next twenty pages are neither designed to be a practical guide nor a commentary on current realities. Instead think of the next section as "Design Principles" for creating organizations, communities, and systems for a new world that works. It summarizes some of the High Level Insights from the volumes, while, at the same time reaching out into new horizons ahead.*

*Robert Porter Lynch*

## PROLOGUE TO THE FUTURE: META SHIFT

My journey through science, strategy, psychology, economics, organizational dynamics, and spirituality has resulted in uncovering a fabric of life that can inspire, enthuse, lift, and empower.

In six volumes and over 750 pages, we have swept across a broad swath of history from the ancient Hebrews, Chinese, and Greeks to the present. We have reached high to the heavens to gain new insights about the nature of God, and gone deep into the bio-chemistry of the brain. We have explored the darkness of evil. We have challenged the presumptions of historians, sociologists, psychologists, economists, educators, political scientists, and theologians.

We have journeyed high, far, wide, deep, and even dark to seek a more complete truth, and to discern the finest qualities that are *in the nature* of the human biology and human spirit. We have found a marvelous the foundation from which to shift and lift ourselves to a world that works for all in the future.

The following few pages are not designed simply to be just a summary of the conclusions found in the six volumes, but more:

Archimedes, the Leonardo da Vinci of the Greek era said:

*Give me a Lever Long Enough, and a Solid Pivot Point, and  
I Can Move the World.*

The master archer said to his student:

*The reason you are missing the mark is because  
Your Aim Is Too Low.*

To those champions, leaders, architects, and designers of a world that works, the following pages offer insights into the Levers, Pivot Points, and Lead Arrows

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for Shifting and Lifting the World.

## THE META-INSIGHTS

Einstein had great admiration for scientists who preceded him who believed that there was something divine in the natural laws of physics.<sup>97</sup> In his search to discern the principles that guide the operations of the universe, was seeking the "inner design;"

*"I want to know God's thoughts I am not interested in this phenomenon or that phenomenon, want to know God's thoughts – the rest are mere details."*

But Einstein also had deep concerns about the intellects that were exploring science. Ethical issues were at stake that every scientist, explorer, and seeker of truth.

*The search and striving for truth and knowledge is one of man's highest qualities.....*

*The intellect has a sharp eye for methods and tools, but is blind to ends and values. ....*

*The most important factor in giving shape to our human existence is the setting up and establishment of ...a community of free and happy human beings who by constant inward endeavor strive to liberate themselves from the inheritance of anti-social and destructive instincts.<sup>98</sup>*

Einstein's search for the truth and his admonition is good guidance for our MetaQuest for a world that works.

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<sup>97</sup> In his book, *Out of My Later Years*, Einstein singled out Kepler and Faraday for their breakthrough work and commitment. Both men believed that the laws of nature provided insights into the mind of God, reflecting the logos – the divine logic -- of those principles that control the functioning of the universe.

<sup>98</sup> Einstein, Albert; *Out of My Later Years*; Random House; 1956; p 260



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In the pages that follow are some of the keystone insights from the volumes and how they can lay the foundation for our future world.

## ***LEAD ARROWS DETERMINING CIVILIZATION'S DESTINY***

A “lead arrow” is a core principle or phenomenon that directs, drives, controls, or triggers the course of other phenomenon that follow. Lead arrows are the ones that we must pay most attention to, because they are central to the way the shift/lift the world.

We seem to have lost our bearing when it comes to setting the course of civilization itself. The Greeks seemed to have had an uncanny sense that they were specially designed to chart in ever improving course for the future of humankind. During the modern era's Age of Enlightenment, which profoundly influenced the thinking of America's Founding Fathers, the ideals of creating and perfecting a civilization were top of mind. Today, these considerations are lost in politics, economics, and the tough of war between individual rights and economic survival.

It's time to put the advancement of civilization back where it deserves to be: something every parent, friend, educator, employer, and public servant should be thinking about when they interact with their world. Advancement goes under a number of names: continuous improvement, the big picture, performance improvement, but in the larger context, the long term, considering the implications on all the connected parts. Let's look at the implications:

### ***Role of Culture in the Course of History***

One central question that can never be overlooked in the study of the Greek versus Roman civilizations:

*What Created a Cluster of some of the greatest Thought Leaders the world has ever known in Greece, but virtually none in Rome?*

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Recall that the center of Grecian city of Athens was the place that attracted great thinkers from across the region. At the time it was only 30-40,000 people – just a large town or small city in the modern era. Why then don't all our small cities today produce as many thought leaders?

In the three hundred and fifty years of the Greek “Golden Era” the society reached a point where, if we benchmarked it against the modern era, would put it about 1700-1800 AD.

In contrast, the Roman Empire, which lasted seven hundred years, twice the Greek period, was only able to advance the level of engineering, but did not produce any great breakthroughs in astronomy, mathematics, science, or philosophy.

The Dark Ages gained their name because of the there was so little enlightened activity, as the five hundred year period was shrouded in fear, smallness, and despondency.

Genetically just as many intelligent people were born into all three eras but they prospered in the Greek culture, floundered in the Roman, and withered in the Dark.

The impact of culture on any nation or its many institutions, large or small, is profound.

Understanding how the Greek culture could produce so many breakthrough thinkers a truly worthy endeavor, for if we can replicate their process, we can rapidly conquer many of the problems of our times too.

## Six Core Values

Much of Greek innovative interaction was manifested in their philosophies and embodied in their words and values. We identified several critical words that epitomized the underlying value structure of the core innovation and civilization processes:

1. **Arête (Virtue)**
2. **Philotimo (Love of Honor)**

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3. **Sophia (Wisdom)**
4. **Koinonia (Spiritual Community)**
5. **Metanoia (Mind/Shape Shifting)**
6. **Historia (Deep Inquiry)**

The combined force of aligned human energy from these core values released a burst of co-creative synergy, much like a lightning bolt discharges when the energy potential reaches a flash point. The power of these values can be seen in modern times, but to a lesser extent because our value structure is much looser, less rich (flatter), vaguer, more politicized, and more confused and conflictive.

It's time awake the dormant Greek DNA in us and move our civilization and its institutions forward again. We need to find our way.

## ***Role of Trust in the Fate of Nations***

The fate of the Roman Empire was sealed when the Republic was overthrown by a Dictatorship (otherwise known as an Emperor) before 100 BC. From that point forward, depending upon the quality of the Emperor, some combination of fear and force was necessary to keep the Empire from unraveling. The fate of the Han Dynasty in China met the same fate as Rome.

No government can be considered legitimate if it is not trusted by its people. The Roman Empire was racked by civil war and border strife for its entire life. Its leaders were seldom trusted; its institutions were not constructed to serve its people. A society can never survive in the end based on an economy relying on slavery. Humans yearn to be free, while coordinated by trust.

When the barbarian hordes attacked Rome, its citizens were too despondent to put up any resistance. Fear and force of the Emperors had burned out their commitment to take a stand. There was nothing left to believe in.

In America and Europe, citizens have stopped trusting their governments and their banks. Bickering between political parties

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has degenerated into a perpetual blame game, and nothing gets done. Politicians are as trusted as used car salesmen.

Unless concrete action is taken to have something to believe in, something to inspire and enthuse, something to trust and have confidence in, we will take the course of Rome.

## ***Role of Character in the Destinies of People***

Heraclitus said that “character is destiny.” It is a more profound insight in a short phrase.

Every decision we make sets puts us on a course. Those of bad character set a course that yields a shabby destiny. And the opposite is also true – those with character will make better decisions, and arrive at a better destiny.

A society is composed of many individuals, who, collectively make up that fabric of the culture. Individuals who have high character will create more, perform better, be more successful, and contribute more to their community. They build mission and purpose into their lives and lift their comrades with them. They are more resilient, bouncing back from adversity. This moves civilization forward.

If you look at anyone whose life has been a failure, the decision points about their lives were multitudinous; many times they could have made critical turns that could have avoided having their pathway of life run headlong into a ditch.

*Character is the Inner Foundational Alignment  
that displays to the outer world your trustworthiness.*

It is in this way that trust is not just a quality of your life:

*“Trust is identity”*

A culture that does not put a premium on character is corroding as the rust of distrust erodes its strength and will eventually be found in the junk yard. One only has to look at countries like Nigeria or

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Russia – extremely rich in natural resources, while its people struggle.

The Classical Principles of trust enable a person to manifest and adhere to high levels of character. Institutions that want the best from its people should hire based not just on competence, but equally on character.

## ***Role of Insightful Inquiry***

Children are born creative. As soon as they learn to talk, they start asking questions. By the time they start school they are enthused and think of themselves as creative.

Then we send our children to school to gain knowledge. We discipline the creativity out of them. They stop asking questions; we don't reward them for that; we don't grade our students on the quality of questions they ask – that's not considered learning.

When students grow up, they have lost much of their imagination, curiosity, and willingness to challenge the boundaries of possibility. Insightful inquiry leads to discovery of great truths.

The Greeks system of deep inquiry (*historia*) was imbedded into the culture. More questions meant more innovation, on both the social and scientific fronts.

Today, we innovate technically, but we have failed on the other side. Social innovation has stagnated, if not gone backward. We are the most connected society on the digital stage, but empty in meaningful relationships.

## ***Role of a Directive Quest***

Societies with direction have a “quest,” an aim, a direction that unifies and aligns the culture's energies.

In America in the 1800s, that quest was named “manifest destiny” to signify our dream for the United States to own the territories from Atlantic to Pacific. Wars have been a unifying quest.

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In the 1960s, the quest was to reach to moon, then beyond. Now we have none, so we bicker among ourselves

The Greek quest could be called a “metaquest” meaning they were seeking something “above and beyond.” The Roman quest was clearly a “conquest,” often also plagued with an accompanying “inquest.”

The idea of seeing the world, its history and its future, in terms of a “quest” is important, for it dynamically directs and places value on specific human energies.

## ***Role of Conscience & Collaboration in Civilization***

Examine any of the world's great civilizations and one thing always stands out beyond the buildings and bridges and statuary and literature – it's the level of cooperation among people. They work, design, share ideas, solve problems, form alliances, and build institutions together.

Darwin got it right when he saw the rapid advancement of humankind over the last five thousand years as a direct result of our ability to create and collaborate, establishing high standards and ethics that serve the greater good.

He also identified conscience and fair play as a factor leading to competitive advantage in our world, because it enabled trust and cooperation, without which no effort will be effective.

## ***Role of the Dark Triad***

Throughout all of history, the wrench in the gears of civilization has always been those of the Dark Triad: Psychopaths, Machiavellians, and, Narcissists. They have one thing in common: a lack of conscience. A close look at the Emperors of the Roman era will reveal a seemingly endless stream of them, occasionally sprinkled with a capable leader. An analysis of dictators in the last century will show the same ugly profile.

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While the Dark Triad constitutes only about five percent of the general population, they are attracted to power and money. Thus they are attracted to senior ranks in government, industry, and finance, where the concentration in senior leadership is significantly higher. Typically they are tough, greedy, financially successful, and lack compassion. Because their typical mode is to gain power by dividing others, the best counter-strategy is trust and cohesion. An effective democracy and economy must identify their phony philosophies as just a sophisticated con game.

## ***FINDING THE SPIRITUAL KINGDOM***

Our coins bear the logo: “*In God We Trust*” Our Founding Fathers, while nominally Christians, in their spiritual hearts, were Deists (meaning believers in a very spiritual engagement of Divine Providence). Here’s George Washington’s view:

*The Power and Goodness of the Almighty were strongly Manifested in the events of our [recent] glorious Revolution; and His kind interposition in our behalf has been no less visible in the establishment of our present equal government.*

*In war He directed the Sword; and in peace He has ruled in our Councils.”<sup>99</sup>*

This is why George Washington<sup>100</sup> could be just as magnanimous to Jews and Unitarians as Christians in the new United

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<sup>99</sup> Letter by President George Washington to the Hebrew Congregations of Philadelphia, New York, Charleston, and Richmond from Grizzard, Frank F.; *The Ways of Providence, Religion & George Washington*, Mariner Publishing, 2005, p 42

<sup>100</sup> Divine intervention must have played a role in George Washington’s life. During a battle in the French and Indian Wars, his uniform was riddled with six bullet holes, but no bullet struck him. During the Revolution a British sniper had Washington dead in his gun’s sights, but something came over the sniper who refrained from pulling the trigger. These incidents cannot be simple coincidence. The Founding Fathers were conscious of divine guidance in their deliberations and decisions.

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States.<sup>101</sup> He realized that the worship of God could and should take many forms, and not be limited and restrained.

## ***Divinity in the Future of our Civilization***

Any civilization, to further itself, must be *inspired*<sup>102</sup> and *enthused*.<sup>103</sup> While every individual must be given the freedom to choose their belief or disbelief in the presence of a Divine Energy, any culture that inherently turns its back on the idea of divinity runs the risk of losing its collective conscience, degenerating into a world of fear, greed, and despondency – the perfect conditions for the Dark Triad to move into the void, and they will.

The belief in God has several overwhelming benefits to a civilization: it elevates our thinking; it focuses our energies on balancing our self interests with the greater good; it gives us the guidance to act benevolently; it guides us in working collaboratively; it channels our creative energies into ventures ruled by our conscience; it serves as the mechanism to align our internal energies (soul-ego alignment) to create healthier humans.

## ***God is Synergy***

The idea of God in the English language is based on the Germanic word for “goodness.” This interpretation directs us down the path that God is Love. But the ancients and divine believers of the Age of Enlightenment knew God in a larger perspective, as the Almighty, the Grand Designer, Sacred Energy, and Unity in the Diversity. It is in this sense that God’s presence for the practice aspects of human existence occurs as Divine Energy: the joined energies of love and creation, and that a grand design underlies the functioning of all of nature.

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<sup>101</sup> See Grizzard, Frank F.; Ibid

<sup>102</sup> *Inspiration* means alternatively to *breath in*, or to *be filled with divine truth*, from the ancient reference to the *breathe of God* was referred to as *spirit*.

<sup>103</sup> *Enthused* means to be imbued with a divine spirit, from the Greek word *theos*, meaning God (same source as the word *theology*)



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The joining and alignment of divine energy, we call “synergy,” which enables the multiplication of human energy. Perhaps synergy is the “holy grail.” Synergy is the deepest yearning of the human soul because *God is Synergy*. It is through the Holy Spirit that we tune into the Divine Energies of God. The Divine Energies are actually hard-wired into the brain's DNA. Without trust, we feel unsafe and insecure, making it difficult to access this Divine Energy.

## ***The Kingdom is in our Fields***

Because normal humans have a soul, the Kingdom of God is readily accessible by listening to the soft voice of the Holy Spirit. We don't have to wait to die to experience the kingdom; it is already in our fields, under our noses, a buried treasure.

## ***THE NATURE OF NATURE***

Is synergy built into the grand design of all of nature's laws?

If the answer is “yes,” then where is it and how does it work? If the answer is “no,” then we must not even try to engage in an unnatural act.

### **Is Synergy a Natural Act?**

Is synergy a “natural act?” In other words, does it occur biologically or neuro-chemically in our world? Or is synergy something we have to concoct that goes against the grain of our nature? If it's the former, synergy will be easy to replicate. If the latter, we are in for a rough ride, trying to force our nature to do something it was no designed to do.

After Aristotle's initial inquiries, very little systematic analysis has been undertaken over the last two thousand years.

Several noteworthy champions have attempted to crack the synergy code including Carl Gustav Jung and Buckminster Fuller in the twentieth century. There have been. They have all looked inside the secrets of nature to find the imbedded design.

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Jung found that differential energies were the basis of much of human personality and interaction.

Fuller searched to find the unique embodiment of the structural principles found in nature, which he called *Synergetics*. It is a very expansive discipline embracing a wide scope of scientific and philosophical studies including tetrahedral and close-packed-sphere geometries, thermodynamics, chemistry, psychology, biochemistry, economics, philosophy and theology, following the cosmic logic of the structural mathematics strategies of nature, in the same vein as Pythagoras.

Architect Gyorgi Doczi, following the trail trail-blazed by the Greeks, explored the Heraclitian energies of polarities and the Pythagorean concept of the *Power of Limits*<sup>104</sup> in nature. Limits create boundaries, and boundaries harness energy. He found:

*"The basic pattern-forming processes ... that shape our lives and our values have their source [in nature]....*

*These proportions are shared limitations that create harmonious relationships out of differences.. teach us that limitations are not just restrictive, but they are also creative.*<sup>105</sup>

In defining the functionality of proportional harmonies in nature, Doczi observed that synergy's power:

*Arises from its unique capacity to unite different parts of a whole so that each preserves its own identity, and yet blends into the greater pattern of a single whole... It gives rise to...realizing the harmonies of such proportions in patterns of daily life, thereby elevating life to an art.*<sup>106</sup>

When organizations say: "we're making music," or "we're in tune," or "we're on the same wavelength," or "there's a magnetic energy here," people are referring to this phenomenon. Unity with

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<sup>104</sup> Doczi, Gyorgy; *The Power of Limits, Proportional Harmonies in Nature, Art, & Architecture*, Shambhala, 1981

<sup>105</sup> Doczi, Ibid, preface

<sup>106</sup>Doczi, Ibid, p 13

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diversity of the patterns of organic nature is a combination of order and freedom. This combination is as paradoxical as it is dinergic: order and unity involves constraint, while diversity implies freedom to differ.

*“Life is order, but order within tolerances.”<sup>107</sup>*

While Doczi examined the fundamental properties of nature to discern synergy, evolutionary bio-scientist Peter Corning began examining the functional behavior of living organisms from evolutionary adaption perspective.

Corning makes a compelling case that:

*Synergy is nature’s method of responding to stress and complexity by seeking out the most “economic” (efficient) means of existence to ensure survival and reproduction.*

*“Cooperation is a function found at every level of living systems having played a central role in catalyzing living systems from the most basic cellular level to the most complex species.*

*Cooperation ...is fairly common in nature, but synergistic effects have played an important causal role in evolution, especially in relation to the evolution of complexity. The most cooperative species are the most synergistic, by providing mutual advantages for their members, so that the net benefits to all participants outweigh the costs.”<sup>108</sup>*

Corning’s makes a compelling case that synergy is a natural phenomenon in all forms of life and a clear confirmation that that cooperation is a natural act in all forms of nature. Innovation’s role

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<sup>107</sup> Doczi, Ibid, p 84

<sup>108</sup> Corning, Peter A.; *Holistic Darwinism, Synergy, Cybernetics, and the Bioeconomics of Evolution*, University of Chicago Press, 2005, p 22, 24. Also see his other books: *The Synergism Hypothesis, A Theory of Progressive Evolution, Winning with Synergy, and Synergy in Evolution and the Fate of Humankind.*

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is to enable synergy to engulf complexity, making complexity seem simpler.

*Thus Synergy is Natural,  
latent within us, yearning to manifest.  
It doesn't have to be created in the normal sense,  
because it already there, suppressed at worst.  
In this sense, synergy is like a flower still in the bud,  
waiting to be released to blossom.*

Synergy is prewired into our brains, and is repressed in the presence of fear, and accessed by opening up the trust flow.

*Synergy should become a central organizing principle.*

Getting people into alignment requires either a monolithic “do it my way or the highway,” which is destined to destroy trust and innovation, or a more enlightened approach that uses the power of limits to create boundaries to channel energy into new ideas and solutions. Remember, a swamp is a river without boundaries.

## ***Collaborate Internally, Compete Externally***

When threats are perceived as *external* but collaboration is high *internally*, the brain modulates its chemistry to enable the drives to *Acquire & Defend* to be on alert, (but not in overdrive) and the drives to *Bond & Create* to predominate.

When threats are perceived as both *internal and external*, the drives to *Acquire & Defend* go into overdrive, triggering behaviors such as panic, fight, flight, freeze, or protect, while the drives to *Bond and Create* are subordinated.

No group can be successful when the team members work against each other instead of together. If you have winners and losers inside the organization, you can't focus on beating the competition outside the organization.<sup>109</sup>

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<sup>109</sup> Bethune, Gordon; *From Worst to First*, Wiley 1998, p 267

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## ***Innovation is Synergy of Differential Energy***

Innovation energy is much like electrical energy – the greater the differential, the greater the potential power, as Jung had proposed.

*Innovation is the result of synthesizing [or synergizing] or bridging [or integrating or boundary spanning] ideas from different domains.* <sup>110</sup>

The idea of synergy requires that differential energy be turned into a positive force, and not be blocked or wasted as conflict, turmoil, or negativity. The Greek process of *metanoia* was the key force for making this happen between humans.

## ***The Nature of Reality***

As humans with an earth-bound, we tend to see reality through our eyes. Very few people are capable of escaping this reality. Einstein's mastery of the theory of relativity lies in his uncanny ability to escape earth-bound reality.

For most humans, just seeing reality as multi-faceted will be a significant achievement. Multi-faceted reality simply depends upon one's perspective.

There are *higher* realities and *lower* realities, different points of view realities, contextual realities, moral perspective realities, circumstantial realities, and so forth.

In the movie *Camelot*, King Arthur is distraught and befuddled by his manipulative Dark Triad son who is destroying Arthur's synergistic vision of the Round Table. Arthur journeys into Sherwood Forest to find the old sage Merlin, seeking wisdom. First, Merlin counsels Arthur, telling him to "learn something" when he is sad or confounded. Arthur superficially acknowledges Merlin,

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<sup>110</sup> Hargadon, Andrew; *How Breakthroughs Happen*, Harvard Business School Press, 2006, p viii [bracketed words from RPL]

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but Merlin realizes Arthur must have a more concrete idea of what learning means.

Merlin takes Arthur to a pool of water and has him kneel down and bend over to look in the pool. Merlin then asks Arthur, "What to do you see."

Arthur exclaims, "Why I see a reflection of myself!" (Reality #1). Worried that Arthur will only see the world through his own optimistic eyes, Merlin urges a more insightful response, "Look deeper Arthur! Deeper! Now what to you see?"

Arthur proclaims, "Why I see a fish!" (Reality #2)

Realizing Arthur must learn and understand far more, Merlin advises, "Now Arthur - Be the fish; and what do you experience?"

Arthur then says: "I'm a big fish eating little fish!" (Reality #3)

Now Arthur can go into Mordred's heart of darkness and understand the evil that lurks there. Only then might Arthur be able to protect Camelot from Mordred's sinister designs.

## ***CAN THE CENTRE HOLD?***

Today people feel like things are spinning out of control -- the "centre" is not holding; our anchor to windward is losing its grasp in the storm; people feel rudderless; our dynamos spin faster and faster toward a seeming oblivion.

Chaotic and adversarial leadership is gaining more and more ground across the globe.

Trust in our most cherished institutions is collapsing

It is our responsibility to turn the tide.

*We must be accountable – our poor leadership  
created the fertile ground that nurtured and grew  
the leaders we have today.*

This is actually not a new phenomenon – we have had seen this problem expanding its realm for a hundred years,

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accelerating in the last half century.

Kenneth Clark, in closing his work on *Civilization* (1969) quoted the prophetic words of William Butler Yeats (who Clark regarded as one of the great geniuses of his time – writing in 1919, following the horrors of the First World War):

## **The Second Coming**

Turning and turning in the widening gyre.....  
Things fall apart; the centre cannot hold;  
Mere anarchy is loosed upon the world,  
The blood-dimmed tide is loosed, and everywhere  
The ceremony of innocence is drowned;  
The best lack all conviction, while the worst  
Are full of passionate intensity.

Surely some revelation is at hand;  
Surely the Second Coming is at hand!

Clark, writing 50 years after Yeats, then proposed this somber insight:

*“The trouble is that there is still no centre. The moral and intellectual failure of Marxism has left us with no alternative to heroic materialism... One may be optimistic, but one can’t exactly be joyful at the prospect before us.”*

Now we stand, nearly 100 years after Yeats and 50 after Clark, and there is still no centre.

The fall of Communism and the mediocrity of Socialism has left Capitalism standing solitary on a hollow heroic pedestal; Wall Street its self-appointed, flawed prophet.

Let us not pretend that Collaborative Excellence is the Second Coming – that would be demagoguery. But perhaps, in

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our limited time left on this earth, that Collaborative Excellence can be a solid foundation to establish a "Centre of Gravity" for our age – a centre that will prevent the ship of humanity from capsizing in storms of disillusionment and adversity.

"Western civilization has been a series of rebirths. Surely this should give us confidence in ourselves," was Clark's insight.

We are suggesting a "Rebirth of the Age of Enlightenment" – an *Age of ReEnlightenment* – resurrecting the wisdom from which our Founding Father's high standards of human excellence emerged -- a continuum of thinking from those wise "enlightened realists" to generate a new, compelling, multi-dimensional vision of humanity (not some New Age hocus-pocus, but something that is simultaneously enlightened and realistic/practical to be sustained for generations to come).

Time seems dangerously short. Currently many of our institutions are suffering and on the verge of disintegration. People are losing their faith in democracy itself; this means people have lost faith in its leaders. Any shift to a higher order must embrace a vanguard of higher leadership standards.



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## ***LEADERSHIP AND THE ROLE OF CHAMPIONS***

Volume One of this series focused on becoming the *Champion of Your Life*. In the practical world, no great changes, no *MetaQuest* is possible unless great champions come forth to lead the charge.

Champions capable of shifting the world must have more than intelligence; they must be spiritually wise, envision a dream for the greater good, have deep qualities of character to build trust, and display the courage of their convictions.

*Reasonable people produce reasonable results;  
Extraordinary results flow from persistent visionaries  
committed to unreasonably worthy goals*

### ***Synergistic Servant Leadership***

You will know the great leaders because their objective is always to build synergies from differences, to serve the people they lead, to empower others to achieve greatness, and to align and unify forces and energies based on trust.

Their quest for the truth may be arduous, even dangerous, and only intrinsically rewarding.

*Courage is not the lack of fear,  
but making commitment to a vision or purpose  
much larger than our fears.*

Courageous action is essential, because:

*Courage enlarges, cowardice diminishes resources.  
In dangerous straits, the fears of the timid  
aggravate the dangers that imperil the brave. – Bouvee*

### ***True Essence of Success***

For a true champion, their measure of success is never money. Money is just one of the measures. Einstein, a man of preeminent creative intellect and soulful explorations, advised:

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*There are only two ways to live your life.  
One is as though nothing is a miracle.  
The other is as though everything is a miracle.*

*Try not to become a person of success,  
but rather ... become a person of value.*

Albert Schweitzer, understood the nature of value:

*I don't know what your destiny will be,  
but I do know that those who will be really happy  
are those who have sought and found how to serve...  
By practicing reverence for life  
We become good, deep, and alive.*

Viktor Frankl, wrote in *Man's Search for Meaning*:

*Don't Aim at Success;*

*The more you Aim at it, and make it a Target,*

*The more you will Miss It.*

*For Success, like Happiness, Cannot be Pursued,*

*It must Ensur...*

*As the Unintended Side Effect Of one's Personal  
Dedication to a Course Greater Than Oneself.*

## ***Power of Belief Systems***

Beliefs frame the way we experience our world. Weak, inaccurate, or corrupt beliefs result in civilizations that are powerless, dysfunctional, and illegitimate. Belief systems based on distortions of the truth will be perverted.

Any belief system that does not serve the greater good of the future of humankind is undoubtedly self-centered and corrupt.

Beware, however, the great deceivers, who pervert words of truth for their own self interest, lacking compassion and deep conscience.

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## ***Understanding Causation***

As humans, we all have a tendency to want to find simplicity in explaining the events of the world: “It’s God’s Plan;” “People are evil;” “Whatever will be will be;” “He’s just got bad blood;” or “Liberals just don’t get it.”

To understand how the world works requires a multi-dimensional understanding of what goes on inside humans that mold our character and our identity. As Aldous Huxley stated:

*And the greatest, and what may be called the original sin of the human mind is sloth – it is over-simplification.*

*We want to think that there is only one cause for every given phenomenon, therefore there is only one cure – there is not!*

*This is the trouble: no phenomenon on the human level, which is a level of immense complexity, can ever have a single cause – we must always take at least a half dozen conspiring factors into consideration.*

Our minds want to jump to single cause, to simplification. When politicians utter the a media-friendly thirty-second sound bite, we want to take the bait and get hooked on the instant answer, like a magic pill that would cure all disease. Simplicity only exists on the “far side” of complexity, in the “inner design” that Aristotle, Edison and Einstein sought.

In these six volumes, we are still only taking a simplified version of human causation. Causation is in the neurochemistry of our brain; and in our culture; and in our spirituality; and in our lesser selves; and in our relationships, and in our identity.

## ***The Inner Journey***

Shifting our course of fate begins as an inner journey into our true identity. It means shifting from an externally /experience-based identity to an internally /character-based identity.

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And most importantly, a willingness to wrestle our dark sides, using our capacities to love and creative to reach ever higher.

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## METAQUEST CORE SYNERGY PRINCIPLES

Putting the MetaQuest into operation will be based on core operation will require a empowering set of principles to fuel its engine. Here are core beliefs and principles that can be the levers and pivots Archimedes shift the world.

**Synergy is the Deepest Yearning** of the Human Soul -- our Highest Quest,<sup>111</sup> the spiritual Holy Grail.

**Trust has played a massive role in the evolution of society** as a whole. When communities trust, people flourish, as exemplified by the Greeks and their Golden Age of Innovation.

**Character is the classical foundation of trust.** Those who rise through Adversity on the Wings of Character are provided with the key to the Gates of Synergy (which are at the pinnacle of a mountain that can only be ascended traversing the path of trust).

And when trust is replaced with actions marked by high levels of aggression, betrayal, and manipulation, societies rapidly decline, as evidenced by the Dark Ages, World Wars, and many African and Middle Eastern nations today.

**Trust takes Fear out of the Social Equation,** interceding to prevent wars and destructive conflict.

**Trust impacts the Economic Equation** by limiting the destructive force of fear -- and its associated behaviors, such as excessive protection, legal costs, and transaction costs -- from sucking away the real creative force of the human spirit and its derivative innovations, which is the principle source of economic wealth generation.

**Trust enables the Economics of *Expandables*** to flourish and Synergy to manifest itself as proliferation of Economic Wealth.

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<sup>111</sup> There are 4 synergies: Synergy with God, Synergy with others, Synergy with Nature, and the hardest of all: Synergy with Self.

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For centuries, sociologists have thrashed the dilemma of **why societies don't evolve on an ever-upward path**, especially given the seemingly limitless learning capacity of humans.

**Trust is the determinative factor in directing the ascendance, descendance, or stagnation of any social group**, whether it be a family, a business, a community, or a nation.

One's ability to **trust prudently may be the most important social skill in humankind's repertoire**.

**Synergy is not just the perchance outcome of highly beneficial combinations of differing elements, it's a causative force**<sup>112</sup> driving the evolution of complex human and organizational systems because our genetic system is hard-wired to seek beneficial payoffs from functional interdependencies. "Cooperation to Create More" is a basic genetic aspiration of higher order living organisms, just as reproduction is in lower order biological organisms.

**Human Bio-Systems are Capable of Hyper-Synergy.** Human Systems are different [Special] because humans are the only biological species that is capable of "inventing" itself – of using our collective intellect to seek new answers to higher-order questions, to developing new technologies that build on a previous technology and/or interconnect existing technologies.)

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<sup>112</sup> Complex Systems will either *evolve* based on the benefit/payoff derived from functional interdependencies or *devolve* because of of dysfunctionalities, conflicts, or entanglements. While Synergy may not be a "Driving Force" at in the *General World* of Bio-Evolution, in the *Special World* of Human Systems\*, Bio-Evolution, the conscious need to "align" the 4 Drives to resolve the Cognitive Dissonance that occurs when the semi-autonomous 4-drives are not working in harmony." (\*The distinction between General and Special is similar to Einstein's General & Special Rules of Relativity. Human Systems are different [Special] because humans are the only biological species that is capable of "inventing" itself – of using our collective intellect to seek new answers to higher-order questions, to developing new technologies that build on a previous technology and/or interconnect existing technologies.)

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**The game of human evolution is not “survival of the fittest,” but “thrival by collaborative innovation.”**<sup>113</sup> As we learn from team sports, the winner of the competitive battle is the most collaborative.

In many circumstances **synergy is self-regenerative in that synergistic systems create their own energy** to drive the next stage of evolution. Socio-biologic synergy is does not wind down (as in Newton's Laws of Entropy), but becomes self-sustaining, and self-regenerating so long as psychic energy is not threatened internally by fear and the potential of destruction from within.

While **Distrust causes Entropy in organizational systems**, Trust facilitates Synergy (but does not cause it<sup>114</sup>). All complex systems either rise to synergy or devolve due to conflict, entanglement, or dysfunction.

Humans are uniquely capable not only of creating synergy, but can create a **"Symphony of Synergies" - the Mother Lode -- which can be done "by design"** once we have cracked the "trust code."

Having cracked the basic structure of the Synergy Code, **we are now on the cusp of a massive evolutionary shift in the possibilities of the human race: from Homo Sapiens to Homo Synergens.**

**Creating synergy requires a disciplined set of thoughts, perceptions, beliefs, practices, trained responses, expansionary behaviors, and spiritual understandings**, coupled with a deep awareness of negative or undermining emotions, thoughts, and reactions.

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<sup>113</sup> "Collaborative Innovation" can be rephrased as "Love and Creation." This is the Essence of God (God is Love & Creation). This was also the essence of Darwin's argument concluded from his book: *The Descent of Man* (1871). [Note: Both Religion and Darwin come to the same conclusion from different directions.]

<sup>114</sup> In this sense, trust may be considered a catalyst, helping trigger a synergistic interaction, but not being the cause of the synergy. The fact that the trust catalyst is present does not, in and of itself, guarantee synergy.

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**Synergy manifests when we consciously commit to a rigorous path**, purposefully excluding choices that are subtly built into virtually all the world's cultures that betray our highest essence.

**Synergy is Nature's Great Unifying - Expansionary Design Principle.** The Natural World is made up of many trillion interactions every moment - as atoms, molecules, organisms, and organizations interact with their environment.

**Synergy is the Central Organizing Principle** of Bio-Evolutionary Systems

Complex Systems will either

*Evolve* based on the benefit/payoff derived from functional interdependencies, or

*Devolve* because of conflicts, dysfunctionalities, or entanglements.

**Synergy is a causative force driving the evolution of complex human and organizational systems** because our genetic system is hard-wired to seek beneficial payoffs from functional interdependencies. It's not just the perchance outcome of highly beneficial random combinations of differing elements.

**A System Increases its likelihood of Maximizing Synergistic Potential** when exists in a Friendly(Non-Hostile/High Trust) Environment that Nurtures Fluidity of Experimental Combination & Recombination.

The Brain is designed for **Action** to **Satisfy Needs** (Produce Results)

Innovation occurs when **Compatible Differentials Combine & Recombine** (rather than annihilate or nullify) to generate Synergistic Outcomes/Results/Systems



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### *Examples of Synergistic Innovation by Combinational and Recombinational Intent:*

- Synergy can happen from *Accidental Intent*, such as:
  - **Penicillin:** Alexander Fleming accidentally left bacteria cultures on his window sill
  - **Vulcanized Rubber:** George Westinghouse spilled hot rubber on sulfur
  - **Ink Jet Cartridges:** Ichiro Endo dropped ink on a hot soldering gun

Edison understood that this process was not considered “invention;” it was a discovery in the form of an “accident,” where something was “found” that someone had not been searching for, even though the value was enormous.

- Synergy can happen from *Purposeful Intent*, such as:
  - **Electric Light:** Edison’s R&D Team tests 3,000 Theories & 10,000 Experiments to invent successful filament
  - **Internet:** Hybridization of Hardware, Software & Tele-Communications Systems
  - **Genome:** Exploration by team of biologists, chemists, and information technologists maps the human gene
  - **Hybridization:** Plants (thousands of different types of rice created by human recombination), Electronics (different circuitry to produce oscillators, tuned circuits, amplifiers, rectifiers, feedback loops, etc.)

To Edison, an “invention” occurred purely by seeking in a specific direction and using experimentation, deductive reasoning, imagination, and disciplined research.

**Using Edison’s distinctions,  
you do not “discover” your personal destiny;  
you “invent” yourself and your future.**

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## APPENDIX ONE

### 12 COLLABERATIVE CONCORDANCES

Each human on this planet has massive capacity to learn, if we set our minds to it. But all learning is not created equal. We can learn to fight, to be bitter, to be withdrawn, depressed, resentful, and a dump-truck of other destructive and corrosive forces with which to poison our cup.

Or we can take the higher path of learning.

A powerful *philosophic framework* is essential for any change in educational strategies and methodologies is needed to support an *Age of ReEnlightenment*

The word “philosophy” means the “love of wisdom.”

*The wisdom of Colliberative Learning is that it aims to create synergistic union of ideas, actions, and results.*

*We propose a set of Concordances aim to enable the liberation of the Mind, Body, and Spirit to be free of archaic paradigms that have limited humanity.*

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*Concordance means to “be of one mind,” to “unite as one.”*

*Thus a Concordance of Liberty both frees and unites the mind, the soul, and the community.*

Liberty is not anarchy, nor is it the freedom to do anything one pleases to satisfy a self-centered whim. Liberty is not like a swamp where things stagnate and rot, but rather a river, with reasonable boundaries where water can flow freely with purpose and direction, and be harnessed to create power, transport things, grow life, and even be used for recreation and pleasure.

Liberty is the freedom to focus on the most important things in life, the values that make life worth living, the principles that elevate

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the dignity of the human spirit, the possibility to grow to one's real potential, and the fortitude to build a community – however large or small – that continues the upward progression of one's personal life and the larger civilization one lives in.

The ideas and ideals of liberty were carefully cultivated in the gardens of the Hellenistic Golden Age in Greece and the Age of Enlightenment in the 18<sup>th</sup> century. America's Founding Fathers were at the forefront of that field of energy to build a foundation for a democracy that would spawn economic growth, social justice, and reasonable harmony among diverse people and often competing interests.

In that grand spirit of liberty, the *Twelve Liberative Concordances* are offered to continue the evolutionary voyage of the Age of Enlightenment. The *Twelve Concordances* aim to enable the liberation of the Mind, Body, and Spirit to be free of archaic paradigms that have limited humanity.

The efforts during the Age of Enlightenment were a product of the times: when monarchies reigned and individual rights were trodden regularly. The *Twelve Concordances of Liberty* are intended to boost the Enlightenment's ideals into the twenty-first century, with an emphasis on community and collaboration, on integrating across differentials in thinking – *e pluribus unum* – and to align and balance individual *rights* with social *responsibilities*.

The *Twelve Concordances of Liberty* reaffirm the philosophy of an earlier age, but reflect the evolution of social, economic, and political shifts in the last two hundred and fifty years, acknowledging the dissolution of family and community in the modern age, embracing the importance of people working together, building together, creating together, and solving problems together to continue the upward progression of civilization.

Each of the *Twelve Liberative Concordances* are intended to work interactively, as a "Guidance System," much like the brain coordinates the organs, aligning, balancing, and integrating the requirements of the human body to function *efficiently* and

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*synergistically*. (in other words, the listing below is not reflective of priority order).

1. the Science of Rationality,
2. the Conscience of Morality,
3. the Nascence of Creativity,
4. the Luminance of Sagacity,
5. the Radiance of Fidelity,
6. the Reverence of Divinity
7. the Alliance of Community,
8. the Elegance of Possibility,
9. the Governance of Criticality,
10. the Temperance of Emotionality,
11. the Transcendence of Humanity,
12. the Potence of Pro-Activity

## ***Principles not Laws***

These *Twelve Concordances* are “principles” not laws.

Thus they work together dynamically – interactively, synergistically, and adaptively -- to create the foundational underlayment for attaining Collaborative Excellence first in the mind of individuals, and second in the culture of organizations. One principle does not necessarily override the others.

The principles are the framework of a “collaborative belief & mindset” that will help leaders, managers, supervisors, and administrators build stronger teams, unify and focus human energy, and open the pathway to sustainable progress, no matter what the subject, objective, or problem.

The *Concordances of Liberty* reaffirm the philosophic quest of an earlier 18<sup>th</sup> century Age of Enlightenment,<sup>115</sup> but reflect the evolution of social, economic, and political shifts in the last two hundred and fifty years, acknowledging the dissolution of family and community in the modern age, embracing the importance of people working together, building together, creating together, and solving problems together to continue the upward progression of civilization.

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<sup>115</sup> Author's Note: In the political realm, this point is what both Liberals and Libertarians seemingly miss, but where they potentially join in a new level of thinking about the future of civilization.

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The thought leaders during the Age of Enlightenment were a product of the times: when monarchies reigned and individual rights were trodden regularly. The *Twelve Concordances of Liberty* are intended to boost and reenergize the Enlightenment's ideals into the twenty-first century, with an emphasis on community and collaboration, on integrating across differentials in thinking – *e pluribus unum* -- and to align, balance and integrate individual *rights* with social *responsibilities*.



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## ***1. THE SCIENCE OF RATIONALITY***

What is the nature of humanity? The Greeks raised this question, which was also central to the thinkers of the Age of Enlightenment, which was also called the Age of Reason. The hallmark of a civilized person is that they are not slaves to their most debased passions, such as lust, anger, revenge, or retribution. Rather, humans must engage in a conscious effort to access their logical,<sup>116</sup> rational thinking.

This principle became the driving force behind the Greek creation of science, where challenging inquiry, search for root cause, data-driven analysis, and use of logic was essential to development of the first theories of mathematics, biology, astronomy, and physics.

The Age of the Enlightenment used the Greek method as a platform for the massive scientific breakthroughs of Galileo, Newton, and Watt, among many others. Each scientific breakthrough then opens the pathway for technological advances to take advantage of the new science.

Today, belief in science, the scientific method, and the use of reason is being challenged, often with disastrous results, as the U.S. response to the Corona virus illustrated.

However, science and rationality, taken solely and predominantly, without the other concordances, can destroy joy of life, eliminate the exhilaration of love, undermine the unification of trust, paralyze the creative ability to see paradoxes in reality, and obliterate the power of higher order possibilities. For example, at the

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<sup>116</sup> The Greek term *Logos* meant the search for deeper, inner truth, the logical progression of root cause, the use of rational thinking in place of reactive, unreasonable emotions.

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outset of WWII, most believed that Negroes were incapable of flying fighter planes. There was no evidence they had the skills, intellect, courage, or coordination necessary to be combat pilots. However, some believed blacks would make excellent pilots. The P-51 Mustang “red tails” proved they were exemplary pilots, flying over 1500 combat missions.

## **2. *THE CONSCIENCE OF MORALITY***

Sustainable collaboration requires a moral compass to navigate the churning waters of constant change. Having a “conscience” means one is bound to ethical behavior, hold up standards of interaction that continually balances one’s self-interest with mutual-interest and the greater good.

People without scruples are incapable of honoring others, and will thus destroy any spirit or capacity for working together. The origins of morality again extend back to the ancient times, and are embraced in America’s Greco-Judeo-Christian heritage.

Thomas Jefferson expounded upon this theme extensively in his writings about moral principles being the foundation of a democratic system of governance. All the pre-Revolutionary colleges in America made moral character development an essential pillar of their mission. The ideals of virtue, morality, and conscience became the essence of a liberal arts education.

“Your education is wasted if you do not develop morally; if you do not acquire the moral courage to take some position and stand on it – to call what is right and wrong and take the consequences. ... throughout life you will be faced by uncertainties...It is a manifestation of maturity of

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character to face with steadfastness and with courage the hazards which are part of life itself.”<sup>117</sup>

When someone speaks about the “soul of a nation,” the central themes are about conscience and morality in a community. Having a sense of what’s right or wrong -- what’s in the interest of the “greater good” -- is essential for unifying people into an aligned effort.

However, taken to an extreme, and without the other principles, a manipulative leader can take the ideal of the “greater good” as the rationale for genocide, as was the case with dictators like Adolf Hitler and Mao Tse Tung.

Thus, there are two corollaries to the Conscience of Morality, which recognize immorality:

- *Cognizance of Villainy*: Evil and Criminality exists in this world. To believe that everyone is nice, caring, and beneficent is to set the stage for catastrophe
- *Vigilance of Inequity & Iniquity*: Being ever alert when things are out of balance, breaching the rules of fair play, subjugating one over another without justice. Unchecked, these often lead to criminality, base injustice, and other misdeeds.

### **3. THE NASCENCE OF CREATIVITY**

The nascence, or birth of creation is the beginning of the progression of understanding, the commencement of new beliefs,

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<sup>117</sup> Wriston, Henry Merritt; *Character in Action*, speech to students at Brown University, September 1941



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the dawn of evolving perceptions, and the genesis of integrating complex parts into a systematic whole.

Creativity, whether it be centered in the individual or focused on the interactive co-creation of a team of innovators, is a preeminent quality of the dignity of the human spirit. As humans, our capacity to create enables us to move forward, to regenerate, to revitalize, and to transcend.

Our ability to create, especially our capacity to co-create our world with others, is part of the grand design of life itself. In reality, we don't live our lives, we create our lives, we design our world, and we find meaning, mission, and purpose in life.

People have asked the question for ages: "What is the meaning of life?" The answer is actually imbedded in the question: "To find meaning in life." This is not an abstract journey, it is a very personal one. It starts by finding our own purpose and mission in life, which is a search within ourselves. This search can only reach fruition if we enable our own "renascence" – a "regenascence" – to be born again at a higher level, at which we search for our own personal mission and purpose in life, for without mission and purpose, we are aimless, listless, and often depressed.

Depression is at the pandemic level in life in the modern world. It spurs drug abuse in a futile attempt to alleviate the emptiness. But how many people who have a sense of mission and purpose are depressed?

Thomas Edison made the distinction between discovering (uncovering) something that has been hidden and finally revealed (such as a new scientific truth); and invention, which is the creation of something new.

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Whether someone searches within and “finds” meaning, or one rummages within and “creates” meaning, in the final analysis these are just two sides of the same coin.

There have been times in the course of civilization when creativity flourished, such as the Greek Golden Age, the Renaissance, and thereafter. However, the Dark Ages were a time when new ideas, new institutions, and new collaborations were severely limited by a culture that did not cherish the imagination and ingenuity of the human spirit.

Like the other principles, creativity is a double-edged: can be used to build and destroy. So too it must be used in conjunction with the other principles, to be used collaboratively as a wellspring for the good of humanity.

## **4. *THE LUMINANCE OF SAGACITY***

Knowledge in the world of the internet is a commodity, but the inner light of sagacity – wisdom: integrating the mind, body, and spirit – is probably the most overlooked and undervalued quality of today's human existence. The Greeks revered wisdom to the extent that they named it with a god: Sophia, which was also the name of the Holy Spirit in ancient religion.

Wisdom used to be taught in grade schools and college; it was the central theme of the study of rhetoric – one of the key element of education up until the turn of the century.

Wisdom implies one has knowledge which is grounded in experience, plus a keen sensitivity to the nature of human behavior, along with an ethical foundation, coupled with a compassion for one's emotional state. A sagacious person typically embraces their world holistically first, then analytically, with a keen sense of perception of the multitude of dynamics that may be affecting someone's behavior.

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In this sense, the wise, sagacious person has a palpable radiance that originates from their natural integration of multiple insights along with a propensity to know what to say, how to listen, what questions to ask, when to wait, when candor is appropriate, and when to act.

The classic quote from the Gospel of John (8:32) “the truth shall set you free” is actually a set of enigmas:

In the hands of a fool: *truth is denied*; a knave: *twisted*; a genius without common sense: *unrealistic*; a criminal: *perverted*; and a sage: *enlivened through wisdom*.

Truth without wisdom is like a large marching drum, pounding out noise but hollow within.

Truth enlarges with depth, insight, expansiveness, compassion, meaning, colour, dimensionality, and discernment when it becomes a partner in the symphony of wisdom.

Truth for humans is never really absolute – it’s an unfolding, a series of revelations as we continually discover its nuances, a quest that never really ends.

Corollary of Service: Wisdom tells us that we must offer a life of service, not of privilege. In service, we become free by dedicating ourselves to something bigger than ourselves – we are free to give, free to love, to think beyond our self-interest and self-doubt. It is through service we show our love and trust in others, our freedom to give, our freedom to elevate, our freedom to expand, our freedom to explore, our freedom to discover, our freedom to create with others, our freedom to innovate.

Those worthy of being served are those who are similarly free, not slaves to their self-interest, not chained to fear, and shackled to

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greed, bound to delusions of flimsy grandeur. The synergy of service is serving those who are dedicated serve others.

The ironic tragedy is when we serve those who are transactional, those who are engrossed in their own self-interest, those who take and never give back. For the synergy to become self-regenerative, others must contribute to priming the synergy pump for it to keep pouring forth its grace.

## 5. *THE RADIANCE OF FIDELITY*

Fidelity, from the Latin *fidelis*, means to be faithful, trustworthy, true and honest. When these qualities manifest, the possibility of collaborative impact jump dramatically. One can quickly sense the energy – like a radiance -- in the group, among the team, or the way people have a sense of common unity – community.

Distrust is one of the most destructive and corrosive of emotions, for it breaks the bonds between humans and causes despair, depression, and divisiveness.

The qualities of fidelity or trust can best be expressed with the **FARTHEST** acronym.

- **F**airness -- which insures equitability and reciprocity
- **A**ccountability -- which is the external display of internal integrity
- **R**espect for others -- which, in advanced form, becomes empathy
- **T**ruthfulness – which requires commitment to be honest in your word
- **H**onourable Purpose – which entails devotion to doing the best thing for the right reasons
- **E**thics & Excellence – which promises doing the morally right thing with the highest standard
- **S**afety & Security – which ensures your partner is physically safe and financially secure

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- Transparency & Openness – which empowers your motives to be clear, noble, and obvious to others

When the FARTHEST qualities manifest *together* in the daily affairs of life, one becomes a far better partner, friend, teammate ...

- First, by becoming *consistent* and *predictable* – critical qualities to maintain the stability of trust.
- Second, by adherence to these principles one is enabled to live in *integrity* -- their *words* match their *actions* – they under-promise and over-deliver, thus honouring themselves and being whole.
- Third, by having a full commitment to the **FARTHEST** principles, a person knows they can indeed *trust themselves*, providing a pathway to a *healthy self-respect*.
- Fourth, by being able to *trust fully*, partners can *love fully*, without reservation or concern about risk.
- Fifth, by unifying the **FARTHEST** trust elements, one is empowered to have *courage* – that heartfelt willingness to put oneself in the face of danger or stand strong for the honor of their partner, to overcome injustice, inequity, and provide security for others. Courage is *overcoming fear* because caring about others is more cherished than self-interest.
- Sixth, by holding a holistic, interconnected approach to trust *creativity is triggered* by taking away fears and worries of betrayal, thus letting the mind expand into imaginative realms, spurring innovation and new possibilities.
- Seventh, by enabling deep trust, a strong, stalwart, positive *response to adversity* comes to bear, while acting as a powerful buffer to limit conflict and reduce stress in relationships, and averting the darkness of despair.

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## 6. *THE REVERENCE OF DIVINITY*

Humanity has demonstrated a very wide spectrum of responses to adversity, from the bestial to the divine. Evidence has verified that most humans can be triggered to act in accordance with their values, beliefs, and culture.

In cultures where leaders emphasize self-centeredness, egotism, demonizing differences, glorification of personal power, fearmongering, and demagoguery, people will have a strong tendency to be angry, fearful, distrusting, and blaming of others. Under stress this will quickly degenerate into divisiveness, conflict, aggression, and even genocide – the “beast” in our most primitive psyche manifesting itself. Nazi Germany was a good example of how a culture could bring out the worst in people.

At the other end of the spectrum are our highest, most beneficent qualities: caring, love, community building, embracing others, tolerating differences, working together, protecting each other from harm, and striving to attain a virtuous life, to name a few of are “divine” qualities.

A reverence for the divine respects the highest and most honorable qualities in both ourselves and in every normal human, supporting the soulful nature of the human spiritual devotion. In no way does this elevate our humanity to the status of being “gods,” it humbly acknowledges our human frailties and fallibilities on the one hand, and our most admirable values and virtues on the other, exalting the profound over the profane.

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The Reverence for the Divine enables us to have faith when we seem lost, to see the best in others when their less than stellar qualities are boiling to the surface.

While it may be difficult for some to acknowledge the existence or presence of God in our world, most people sense a spiritual quality or nature to our lives and desire to seek it – although most don't know how or where to look. Most religions acknowledge, and some fortify, the essence of a “holy spirit” – our “better angels” in our dealings with ourselves and others. This spiritual essence is in our souls and conscience; we just have to listen to her quite voice. And that voice as always been from ancient times until now, the voice of love, wisdom, creation, and fidelity.

Like other qualities, seeking the divine in humans must be exercised with a modicum of caution, for there are humans – Narcissists, Machiavellians, Sadists and Psychopaths – whose character borders on or goes over the edge into criminal insanity. For anyone to fail to see this inner evil, or to believe that there is good in everyone, is to expose oneself and others to brutal attack and even destruction. Such is the case of people, who, even today, believe that Adolf Hitler “just lacked having the light shine on his soul.” While there may be some esoteric abstract truth in this statement, such a belief would not have changed the course of history and Hitler's horrible desecration of human life.

## ***7. THE ALLIANCE OF COMMUNITY***

One of the great hallmarks of the vigorous civilizations has been their ability to build communities – common unities – of vision, purpose, and values that generated synergies between diverse skills, capabilities, and interests.

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For example, the progress of civilization for the last three hundred years might be viewed three dimensionally through a socio-economic-political set of lenses.

Socially, the shifts from the reign of kings to self-determined democracies, coupled with the dissolution of the caste system of privilege and equal rights has created a broader alliance among all people's regardless of race, religion, or sex. Recent efforts to tear down these cherished achievements are highly regressive and dangerous.

Economically, the specialized division of labor is not really divisive, it is synergistic, enabling each human a reasonable chance to use their unique skills to the maximum advantage. Fair trade laws eliminating monopolistic behavior spawned massive innovation, opportunity, and economic growth.

Politically, democracies have enabled the formation of more cohesive neighborhoods, stronger cities, states, and national governments. The collaboration between each of these entities, when used in a non-partisan manner, great massive economies of scale along with alignment of interests to produce better health, housing, stable growth, and protection against enemies. When partisan politics become overbearing and alliances are formed pitting interests against each other contrary to the vision of community, the results can be highly destructive. The American Civil War is a perfect case in point.



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Collaborative Excellence is highly dependent upon our ability create synergistic action to build communities, trustworthy alliances, families, governments, and businesses.

## **8. *THE ELEGANCE OF POSSIBILITY***

Something that is “elegant” confers an elevation of grace, an artful majesty, and a simple dignity upon something from, setting it apart from the mundane, the vulgar, the tawdry or the flamboyant.

Possibility is, in its most basic sense, an act of creation. The possibility of good things happening creates openings, enables finding solutions, going past normal limits, shifting paradigms, seeking the highest outcomes and the best destinies.

Possibility is the generation of opportunity, the willingness to frame even the harshest of realities with an artist’s palette of potential colors and combinations. Possibility gives us the freedom to think, act, and feel like a bird on the wind; to breathe the air of the Holy Spirit.

Possibility is one of the enablers giving us robustness and stamina to move through adversity. Possibility creates options, so if one thing doesn’t work, another will. So too it frees our mind to think creatively, conceive alliances to share resources, and find opportunity underneath every problem.

With the openings possibility creates, one is more prone to take pro-active initiative, thus producing more energy, increased chances of alignment among diverse interests, more innovation, vigor and glory enabling us to develop the foresight to see around corners and break the invisible bonds of paradigms, to test and then

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develop new mindsets, solution sets, skillsets, and toolsets to make the world a better place than one found it.

These factors aid in cultivating unique capabilities, such as enhanced foresight and synergistic solutions.

As every principle has a negative swath when used to bludgeon, so too with Possibility. For example, every courtroom criminal lawyer will raise the question: "Is it possible that 'such and so' could have happened?" just to raise doubt in people's minds. This technique is also used by manipulators to deflect or redirect attention to something obscure, obtuse, or even outrageous: "I don't know who hacked the emails; certainly it's possible that some 400 pound gorilla in Hoboken did it."

## ***9. THE GOVERNANCE OF CRITICALITY***

Science directs us to view the world with a critical eye, to doubt, to analyze, to find holes and assess weakness. Certain other professions are inherent distrusters - lawyers, police, and accountants, who rely on evidence, facts, and hard realities when they engage in due diligence.

Seeking truth is a noble quest; one that must always be preeminent. We must ask "why?" We must seek underlying reason and root causes to spur deeper thinking. These all create doubt and uncertainty in the pursuit of more profound meaning. To this extent, criticality is a positive attribute.

The "governance" dimension requires us to regulate how far critical thinking is used to delve so that we don't inadvertently tear down, demean, subjugate, divide. Criticality needs modulating to

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avoid turning possibility sour. Anyone can find fault with any human being. A person attached to doubt without pursuing deep truth becomes a horrible cynic. And worse, deep doubt fractures friendships and divides those who should be united and aligned. Taken to extreme, criticality becomes self-righteous poison in a toxic cup.

Great wisdom so often commences in doubt and ends in belief. Ironically, those who begin in unquestioned belief often terminate in insurmountable doubt.

Like “power,” doubt is, by its nature, neither positive nor negative, neither good nor bad. That which begins in doubt can take alternate paths:

If doubt is the stream feeding cynicism and anger, then doubt spirals into the destroyer of healthy beliefs and undermines new possibilities for growth and learning.

However, if doubt fuels healthy skepticism, the search for truth, deeper inquiry, analysis followed by synthesis – the joining of ideas -- then doubt becomes the divine source and spur of great wisdom, new levels of insight, discovery and creation.

The art of wisdom enables one to regulate the flow and interplay of faith and doubt. For in the end, without the sovereignty of deep faith and the dominion of core values, the oppression of doubt and the tyranny of cynicism will reign in a kingdom of darkness.

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## ***10. THE TEMPERANCE OF EMOTIONALITY***

Emotions are a major part of human existence. Without them life would be flat-lined, dull, and grey. Vibrant emotions are double-edged tools: dangerous weapons or energizing propellants.

Emotions are our personal interpreters of reality, but they aren't true reality.

Emotions may be real to you, but they are not "reality;" emotions are our personal response to a real experience. But too many people treat their emotions as if they were "reality," then they take inappropriate action on the rage that pours through them.

Of all the many passions in life, the most dangerous is anger. It is the most damaging of all emotions; revenge and retribution are its ugly birth-children. Our ego relishes getting angry, giving us a passionate rush of superiority, especially when we engage in the blame game which makes enemies out of the rest of the world. At that point the ego's anger drives out the soul's capacity to love, forgive, and show mercy – anger's cutlass has then conquered rationality, morality, creativity, sagacity, and fidelity in one fateful slash.

Temperance of emotions is not about the suppression of emotions, but knowing that emotions are a "barometer" of inner alignments, conflicts, dissonances, and expectations.

Temperance tells us to constrain, control, discipline, and restrain the negative emotions until we can understand them, proportion them, balance them, and moderate them. To a much lesser extent, this too goes for the positive emotions such as joy,

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happiness, love, and trust. These should be enjoyed for their wonder, but not turned into obsession, or a bacchanal, or a delusional obliteration of reality.

In today's world, emotional depression has taken root throughout the land. The cure is not an overdose of happy entertainment, and certainly not an overdose of drugs. It's monitoring one's emotions to learn what is missing.

Emotions are not dangerous until they degenerate into negative extreme where we no longer control our response to what we feel. Listen not just to emotions but the other concordances to prevent passions like anger spiraling into viciousness which engulfs the void not filled by virtue and other finer values. Passion cannot see beyond its nose; reason sees over the horizon and around corners. And creativity enables us to "invent" our positive emotions, which our imagination then makes our new reality, our renewed experiences.

Modern psychologists are trained to have us get in touch with our feelings. Supposedly this is therapeutic. Again, moderation is in order, for if we simply become our emotions, none of the other eleven concordances seem relevant and life becomes a bowl of emotional spaghetti.

When angry, count ten before you speak, if very angry, count to a hundred.      – Thomas Jefferson

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## ***11. THE TRANSCENDENCE OF HUMANITY***

Humanity is certainly not fixed in stone. As a species we are capable of the some of the highest and lowest in what we believe, perceive, conceive, achieve, and receive.

History documents the vast range of human behavior in vivid color, but nearly never identifies the root causes of stellar behavior, and all too often

The word *transcendence* means to *cross over or beyond* (trans) to a *higher level* (ascend), to bring out the best in something, often coupled with a *transformation* (change form).

imputes the cause of aberrant behavior as the outcome of adverse conditions. Psychology, on the other hand, typically ascribes bad behavior to abnormal mental causes. But what neither history nor psychology adequate addresses is the cause of greatness, the elevation of the dignity of the human spirit to sometimes extraordinary levels. Some call this “godlike,” others give credit to the sacred in our soul, still others impute good character as the cause.

One of history's hidden lessons is that across the ages, some civilizations have proven to be transcendent, such as what happened in ancient Greek, or with the founding of the United States of America. Others, such as the Dark Ages or Nazi Germany have descended into a dismal abyss. Culture, not personality, is the primary determinant of human behavior. And leadership is the primary determinant of culture.

Thus, while individual transcendence is certainly possible, it is more likely to occur in greater numbers in a supportive

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environment that nurtures higher-order thought and action. In other words, attainment of the transcendence of humanity is both an individual choice and a leadership aspiration. Aspirational leadership need not be as grandiose as changing a country. It can happen in families, communities and even sports teams. Two recent back-to-back interviews of the captain of a second year player of a ranking sports team reflected the transcendent spirit:

“I want to be able to use my experience, my wisdom and pass it along to the younger generations. I want to encourage. I want to uplift my teammates and empower them to go and do even greater things than I’ve been able to accomplish professionally. So, I’m extremely excited and humbled that I have this opportunity. And I hope that [the rest of the team] feels like I was someone that was in their corner, encouraged them and pushed them to be greater. I’m happy to serve. I’m happy to be here. I’m thankful, I still feel like I have to earn my way and earn the trust of my teammates. That starts with hard work, but that also starts with showing them that I care about them as men and I care about the trajectory of their lives moving forward beyond the game of football.”

“It’s always been bigger than me. It’s always been bigger than football.... Why? My Family. Through the saddest of times and best of times, we stuck together through it all. To this day, when [bad stuff happens], we process those emotions. We discuss those emotions but we never bask in them. We adjust and come back stronger than we left.... uplifting one another because at some point in life, it gets rough. You won’t always be upbeat and happy. You’ll have your days when the world seems to weigh on you. But as long as you have a supportive circle, I promise you, you can make it through. With everything going on in today’s world, it’s imperative we spread love

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and uplift one another. Build each other up. It's bigger than me. It's bigger than football 🏈.<sup>118</sup>

The Transcendence of Humanity highlights our ability to rise to higher levels, to act morally and ethically, to be more than their most base animal instincts. What's most important to understand about the Transcendence of Humanity is that greatness and pettiness, magnanimity and selfishness, inspiration and desperation are all hard-wired into the nature of human nature.

As humans, we are “wired” to think and act in three distinctive “archetypal” behavior patterns; they are built into the DNA of human cultures all over the globe: Adversarial, Transactional, and

## THREE BASIC ARCHETYPES OF BEHAVIOR, CULTURE, LEADERSHIP & ECONOMICS

### Adversarial



### Transactional



### Collaborative



Collaborative. These are archetypal because they can be observed as far back into the recorded history of humankind. Each of these archetypes has a design to it that has evolved over several millennia into specific strategies, processes, and actions that produce highly predictable results. While these three are universal across all cultures everywhere on the globe, there are unique variances that derive

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<sup>118</sup> Comments by Team Captain Mathew Slater and Isaiah Wynn, [www.patspulpit.com](http://www.patspulpit.com), week of August 2, 2020, in two seemingly unrelated stories.



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from local adaptation. Everyone has experienced these three archetypes in their daily lives. (Just recall how you respond to situations in your daily life.) Understanding the power the three archetypes have on leadership, culture, and economics is essential for the collaborative shift to occur.

Importantly, these three are all-to-often interacting simultaneously in organizations in highly dysfunctional ways: what we called “muddling.” We focus on the collaborative archetype because it has the greatest positive impact on performance in a fast moving, rapidly changing world. Here’s what the three archetypes look like in summary:

## **ADVERSARIAL:**

- Always Take Advantage
- Manipulation, Distrust
- Win-Lose, Dog Eat Dog
- Survival of Fittest
- Might makes Right
- My Way or the Highway
- He who has the gold, RULES!
- What’s Mine is MINE,  
What’s Yours is Negotiable

## **TRANSACTIONAL:**

- Everything’s a “Deal”
- Quid Pro Quo, Trade
- Buy Low - Sell High
- Almighty Self Interest

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- Tactical Transactions
- Price, Price, Price
- Hierarchical Power
- Positional Power
- Win-win is okay if both sides bargain very hard

## **COLLABORATIVE:**

- Teamwork & Trust
- Synergy – Strategic, Cultural & Operational Alignment/Integration
- Work Ethic, Integrity
- Long-Term, Strategic View
- Value is more than Price
- Cherish Differences as Innovation Engine
- Mutual Benefit
- Vision & Values Driven
- Share Fairly, Create Anew

Think of these three as “primary colors” – just like Red, Blue, & Yellow. Seldom do we find organizations or people that are purely one “color” – most are a unique colorful blend of the three themes. Essentially, about 90% of humans are “triple wired” in our DNA to act in either of these three modes. It is their experience, value structure, culture that will bring out and reinforce one or the other or all three simultaneously.

Humans have the inherent capacity to transcend their adversarial and transactional archetypal behaviors, act collaboratively, and continue to transcend beyond that to act synergistically. In the collaborative mode, humans have the capacity

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to enter into an “alta (higher)-transcendent” level of synergistic interaction. For example, there are times when a team or group enter what is called “the zone” where their level of interaction, energy level, display of skills, productive capacity, agility, or problem-solving capability experiences a quantum jump, sometimes known as a “virtuous circle.”

Evolutionary biologists are concluding that human evolution proceeded at a rate far greater than any other living species because humans, in a symbiotic culture of trust, were able to adapt in complex/adversarial conditions because we could innovate and use our diversity of talents to our advantage – conditions that drove numerous other creatures to extinction. (99% of all species that have been on the planet are now extinct.) The unique skill sets that underpin “synergistic selection”<sup>119</sup> are our abilities to collaborate (especially to build trust) and to co-create (to find ways to use diversity of thinking to solve complex societal problems). And when we, as a species, betray the basic magnetism of synergy, we actually increase the chances of following the glide-path of extinction when adverse conditions arise. The repetitive examples of economic collapse and warfare are ample evidence of the extinctive nosedive

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<sup>119</sup> See Corning, Peter; *Synergistic Selection – How Cooperation Has Shaped Evolution and the Rise of Humankind*; World Scientific, 2018. In this important book, the author makes a strong case that *functional synergy is the cause of cooperation in living systems*, and dysfunctional behavior is not the “natural” behavioral response. While this bold premise is still quite debatable, there is a very strong case that the conscious choice of humans to operate in collaborative and synergistic ways has advanced human civilization, transactional interaction has sustained (but only slowly advanced) civilization, and continuous adversarial interaction has reversed the course of progress.

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glide-path when adversarial greed, fear, and dominance override the natural synergistic control systems of human governance.

To illustrate the positive progression of synergistic interaction, in economics, what we call the “division of labor” is actually the “synergy of labor.” By using diversity of talents, we create businesses which then link into global supply chains that interact in massive value networks that produce and deliver goods and services that no single human or organization can possibly replicate.

## ***12. THE POTENCE OF PRO-ACTIVITY***

Words, mindsets, and beliefs, no matter how high minded, are like an engine at idle -- producing no power; plenty of potential horsepower, but moving nothing.

Or like a battery, fully charged, connected to lights, but with switch turned off, making no difference. It's the difference between a statue and a dancer.

The spirit of life is enlivened by the power of action, especially pro-action: getting in front of problems, moving forward, creating bold new futures, making dreams realities. One wise pro-action is worth ten re-actions.

It is the energy and firepower of growth that ignites all the other concordances. Action vitality: a life force in itself.

Action is the catalyst for the other concordances to attain their vigor and glory enabling us to develop the foresight to see around corners and break the invisible bonds of paradigms, to test and then

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develop new mindsets, solution sets, skillsets, and toolsets to make the world a better place than one found it.

Only when we are pro-active can we be the designers of our world, the “masters of our fate and the captains of our souls.” This is how we go beyond living our lives so that we may lead our lives.

What happens when the Twelve Concordances are put into place? A deep study of the history of the advancements and regressions in civilizations, nations, organizations, and communities gives us an insight into what’s possible .....

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## APPENDIX TWO: DIALOGUE ABOUT DESTINY

What follows is a real email thread about how does one find their destiny. Hopefully it will shed a little more light on the process of discovery.

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Hi Robert,

"How does one come to know their destiny?"

"If something is your destiny (once you know what it is) does everything just seem to flow? Do things just fall in place?"

"I know I have to put in some effort, but if things are too hard or too much struggle, does it mean it's not your destiny?"

"And, can we and we can stop it overall?"

Thanks, Have a gorgeous day!

Dianne

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Hi Dianne and Destiny Calling,

You have asked beautiful questions!

I'll give you three levels of answers, from simple to complex.

1. Yes! In simple terms: Something that is in your destiny's pathway does seem to flow because your internal "destiny gyroscope" (located in the soul) is always trying to point you to the pathway of destiny's inner/deep dream -- the reason God put you on this earth.

You always get called back to this dream by an inner voice, even when you stray far away.

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2. Ah Yes! But it's not always that easy. Life's 'easy path' is often the one you are on at the moment. It may be 'easy' because it is 'known,' or 'financially rewarding,' or the one that makes your family and friends 'happy,' or that gives you material illusions of 'success,' or gives you 'prestige.'

The easy path may also be filled with 'honorable purpose' - such as working honestly and with dignity. There is nothing 'wrong' with having an honorable purpose in your life; it could be to be a good mother, or an honest car mechanic, or a dedicated teacher. For many people, this is their highest and best destiny, and perfectly appropriate for the focus of their loves.

But destiny's path could also be higher in elevation; it's quite often a truly 'noble cause' you were destined to fulfill. Only your soul can tell you. If life seems empty, or you feel like you are missing something, or you are yearning for something else but can't quite put your finger on it, that's often because you've chosen too low a trajectory for your life. Like the old Peggy Lee song when she reflects on life and sings: "Is that all there is, my friend?"

Also destiny's path is usually fraught with some struggle because, if it was easy, you and others would already be on it. Destiny's path is almost always more risky, sometimes even a bit dangerous, confusing, and less explored -- by definition described by Robert Frost:

"Two roads diverged in an open wood,  
and I took the one less traveled by,  
for it was grassy and wanted wear.  
And that has made all the difference."

3. Yes! However there are risks, and obstacles that can be daunting, financially challenging, and extremely time consuming.

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You may need a new circle of friends, or even a new location to make your highest and best destiny truly work. There may not be any support, a dearth of resources, and conventional thinking may become a major blockage. As the old adage goes:

*"It ain't so much the things we don't know that get us into trouble. It's the things we do know that just ain't so."*

You may travel down innumerable blind alleys and dead ends, making emotional and financial investments in people and things that rob you of your dignity, inspiration, aspiration, faith, and security. Only your faith in God and Destiny's Dream, and a few good friends can help pull you through the quagmire.

Timing and connections can be very important.

For example, much of my work has been way too far ahead of its time. That has been frustrating. Many of the things I thought about and wrote about 20 years ago are now "ripe" for today's world. But the financial consequences of being 'ahead of my time' have never been enjoyable. This week's publication of the Trust Article in the European Business Review may be the first time in my life my destiny was in sync with the real world.

Just let yourself flow with the music. It's like dancing: Get in tune, learn the rhythm and the magic of the music of Destiny's Dream, then just let it flow.

Hope this helps,

Blessings, Robert

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Hi Robert:

Oh My God...I knew you were THE one to ask, but never expected that detailed answer...I am going to review your



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thoughts in more detail. ..Thanks so much, it is really enlightened me!

Dianne

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Hi Robert

I think this may be true for some people...not everyone. I bet you'll say everyone has a destiny.

But I don't know about that...maybe in small ways like raising children...if you raise children that become something, we would say..'oh that was their destiny.'

But what if it is a Jeffrey Dahmer (psychopathic serial killer who looked perfectly normal) type?

It seems we all have to have the guts of Peace Pilgrim and leave home with a toothbrush and wander around (with a purpose of course). Or maybe not...just see what is around each corner without fear....

Dianne

---

Hi Dianne,

I remember over twenty years ago when I was struggling with Destiny's Dream, I asked a number of friends who had know me for years, what they saw as the 'common denominators' of my life. In other words, what were the things I always seemed to gravitate toward? Where was my 'internal gyroscope' pointing? What ideals had I been seeking? And what options was I rejecting that just didn't fit me?

Their answers really helped me. Why don't you send these types of questions to your own personal network.

Robert

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Hi Robert,

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What is my network? You mean Facebook or Twitter?

Dianne

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Hi Dianne,

Everyone has a network of family, friends, colleagues, and associates. I have hundreds in my network all over the world. These are people with common interests, needs, and wants. So do you! But for understanding Destiny's Dream, usually your closest friends - the ones who know you well and have known you for years are the best for this exercise.

Facebook and Twitter are just a means of connecting with lots of people. I don't use them -- it seems so superficial to me.

My network is of people with whom I share a parallel destiny, or have friendships with, or personally admire, or have done business with for years, or belong to associations together, etc.

Robert

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Hi Robert,

Unfortunately no one in my network cares about destiny or has time for it...I may be wrong, but maybe I need some new friends.

Thanks.

Dianne

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Hi Dianne,

How sad. Maybe that's why so many people have a lingering feeling that something is missing in life.

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Pastor Rick Warren addresses the issue of destiny in the *Purpose Driven Life*. Maybe that's why it sold so well. (over 35 million copies) So many people are seeking.

But don't despair.

Once you find meaning and purpose in your life, you are given a marvelous filter to screen out the stuff that really doesn't matter. Little things will not loom large in life when you are on the path of Destiny's Dream.

Robert

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## APPENDIX THREE: HEROIC MIND OF THE MASTER

To truly understand your heroes, some discipline is important. Most authors who write about your heroes never dig deeply into their minds to understand what truly drove them in a heroic direction. So much of the data you may gather about the Source Code for your hero may be fragmented, located only on a few lines of a biography. In looking for your hero's guiding principles, you may find them in a series of quotes they considered to be a lucid description of their own thoughts and beliefs.

For example, Thomas Edison had a number of spiritual masters that guided him, published in a rare book. These, in effect, hold his Guiding Principles, along with quotes by Edison himself. George Washington was guided by the stoic principles of Marcus Aurelius. He also had a detailed set of personal Rules of Civility to guide his thoughts and actions.

Figure 3 illustrates what to look for when discerning your hero's Source Code. Look below the surface illusions down into the deeper layers of what was going on in their minds, souls, and egos that either empowered or disempowered them.

The large majority of biographies of great people are just superficial analyses, covering the first three layers of what really happened in a person's heroic journey. Biographers, for the most part, highlight their hero's endeavors, the "results" they produced in life. Then the biographer will either perpetuate, destroy, or illuminate the "image" the public has of that hero; perhaps unearthing new facts, or interpreting the realities in a new way. A good biographer will dive deeper into what heretofore been an "unseen reality," always there just below the surface, needing to be exposed and brought to light. Unfortunately, this is where most biographers stop, usually because they have reached the three-four

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hundred page limit their publishers have set for their book, or believing that most readers aren't interested in anything more.

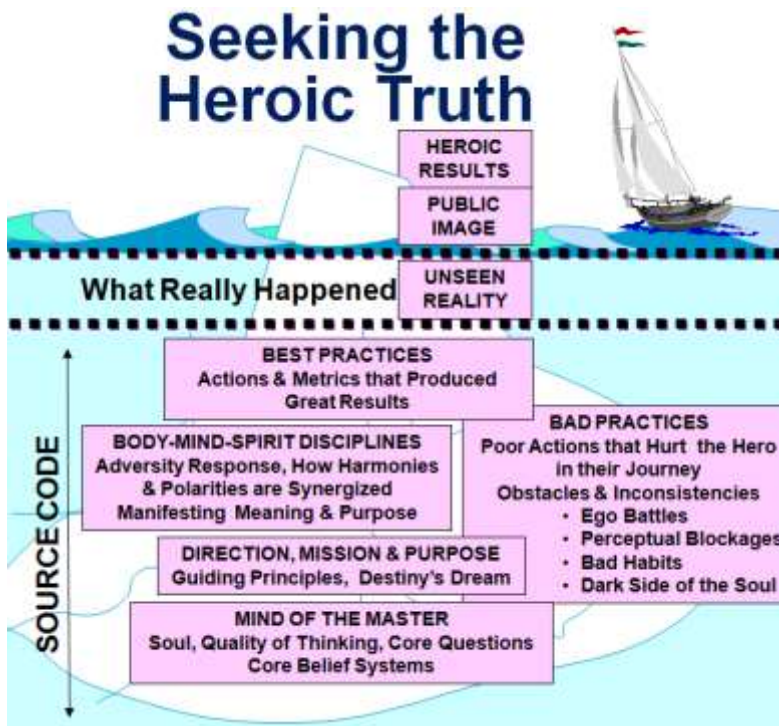


Figure 3: The Source Code Iceberg

At this point, you must go far deeper under the surface. Be relentless in your “deep dive” looking for the hidden heroic truth. Ask the unasked question. Seek the unlearned answers.

For example, in researching this set of volumes, I had to discover the source codes for my heroes: Washington, Da Vinci, Edison, Teddy Roosevelt, Einstein, among others. I have in my library nearly two dozen books about Teddy Roosevelt to find data about his unique source code. I have been to the Edison Museums

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in New Jersey and Florida a total of at least six times. The questions I ask tour guides are often quite difficult (so be kind with them and patient, for they usually aren't trained to handle these kinds of questions). Like a detective, you get a clue here and a fact there; eventually you have enough to complete the puzzle. Be sure to look for their flaws, which will explain anomalies in their lives.

This is the SIXTH and Final Volume in a Six Volume Set of

## Cracking the Synergy Source Code

This series of books is a result of my personal quest to find the "truth, and to act from an integrated belief system that is:

"coherent and consistent;"

"spiritually strong and scientifically sound."

Most people have such a conflicted belief system that they waste their lives "chasing fireflies in the night," darting and charging in every direction, with no star to guide them to a worthy destiny. The other volumes in this set contain the deep wisdom – the "source codes" – that create order in a chaotic world and help you find that star to guide you through life.

Volume ONE      Be the Champion of Your Life  
*Transform Your Destiny!*

Volume TWO      Dynamic Differential Energy  
*Revolutionary Greek Discoveries*

Volume THREE    Dancing with the Holy Spirit  
*The Spiritual Quest for Synergy*

Volume FOUR     Building a World You Can Trust  
*Beyond Safety & Security*

Volume FIVE     History's Hidden Lessons  
*Learning from the Good, Bad, & Ugly*

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Volume SIX

Destiny's Dream

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Volumes ONE through FIVE are designed to stand alone; you don't need to read the prior volume to understand the next, with the exception of Volume SIX, which integrates the themes of the prior books and moves on to strike new thoughts for a new world. I have purposely designed a small amount of overlap between the volumes to ensure connectivity and continuity of thought.

--Robert Porter Lynch