



# Presence

**HUMAN PURPOSE AND  
THE FIELD OF THE FUTURE**

**Peter Senge  
Joseph Jaworski**

**C. Otto Scharmer  
Betty Sue Flowers**

# **Introduction: Of Parts and Wholes**

## INTRODUCTION: OF PARTS AND WHOLES

Everything we say starts with understanding wholes, and how parts and wholes are interrelated.  
how parts and wholes interrelate several spiritual thinkers “part PRESENCES whole”

**01 MACHINE PARTS**   **02 LIVING WHOLES**   **03 GOETHE**   **04 BUCKY**   **05 SHELDRAKE**

parts are assembled into a whole and depends on them to work effectively

living systems create themselves and continually grow and change

whole exists through continually manifesting as parts and parts as embodiments of the whole

one's hand recreated yearly

“**patterned integrity**” is universe's capacity to create

“**formative field**”

cells develop identity according to their immediate context and what is needed for the whole

## INTRODUCTION: OF PARTS AND WHOLES

### THE EMERGENCE OF LIVING INSTITUTIONS

seen both microscopically and cosmically  
**06 whole is in part**   **07 BORTOFT**

thinking produced a complex system **BUT NOW** blind  
**08 INSTITUTIONS**   **09 SHIFTS PLANET**   **10 GROWTH POSSIBLE**

eye sees whole sky  
hologram

“the part is a place for the presencing of the whole”

a new species has been forming  
GLOBAL  
INSTITUTIONS

technologies  
political agendas  
business, trade  
social relations  
haves and have nots  
threatens family  
and social relations

**BUT NOW** they are  
THREATENING

now **blindly** growing

“everything in everything”

“shock” stolen from us when we think with machine view

## INTRODUCTION: OF PARTS AND WHOLES

### NEW WAYS OF THINKING ABOUT LEARNING

not yet aware of living as a dynamic whole

**11 schools factory**   **12 machine persists**   **13 not yet aware**   **14 reptile brain**   **15 reactive learning**

throughout the world  
western model  
persists for industry

result will continue  
personal program  
needs to develop

will be able to **presence**  
ONCE aware of living

fight or flight

defensive  
organizations

reenacted habits taught

think   do  
'download'   habit

reactive learning

not adequate yet  
for 21st century

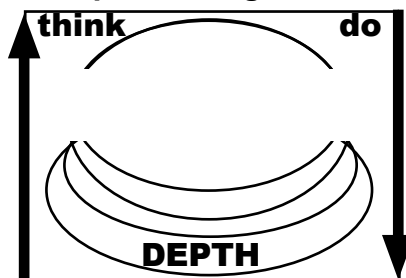
## INTRODUCTION: OF PARTS AND WHOLES

Interviewed 150 scientists, business and social entrepreneurs over 5 year period as source of material

**16 interviews**

what question is at the heart of your work?  
**scientists**  
 no longer separation of humanity and nature  
**entrepreneurs**  
 how brought together into reality

**17 deeper learning levels**



an emerging whole by becoming  
**"a force of nature"**  
 George Bernard Shaw

## THE FIELD OF THE FUTURE

**19 shifts spiritual**

**within community**  
 community is a dynamic whole that is emerging

**20 JONAS SALK as**

**emerging whole**  
 DYNAMISM  
 TAP INTO UNFOLDING  
 deeper place so knowing comes to the surface

## INTRODUCTION: OF PARTS AND WHOLES

Deeper levels of learning are not static ... conserve AND seek to evolve ...

**21 inward journey paradoxical**

paradoxical state of confidence and humility  
 release hand from marble (art)

**22 larger guide**

what understanding capacities?

**23 'PRESENCE' IS**

~ deep listening  
 ~ being open  
 ~ beyond perceptions and historical ways  
 ~ letting go of identities  
 ~ letting go of control and serving evolution and letting come

### PRESENCE

**24 shifts spiritual**

all spiritual traditions say 'shift' differently  
 grace  
 revelation  
 Spirit  
 'qing', 'qi', 'shin'  
 'cessation'  
 opening heart

**25 as collective**

**phenomenon**  
 not written about  
*note)* [cf. sobernost] Collegium Spiritus' is [creativity among as [community of genius]

## INTRODUCTION: OF PARTS AND WHOLES

### ABOUT THIS BOOK

Authors came together from a variety of background, although each had experienced transformational change.

**26 many perspectives**

understanding PRESENCE and larger field comes from science of living systems, creative arts, organization change, generative

**27 PRESENCE felt**

Peter - learning community  
 Otto - Berlin Wall  
 Joseph - entrepreneur (servant leaders)  
 BettySue -stories awaken leadership

**28 Peter: conference**

South Africa leadership  
 half white and half black

**29 unbanned**

President de Klerk made historic speech  
 those watching experienced large scale emotional moment

**30 emotional**

'response from people was intense  
 particularly business man who cried: "I was taught you were an animal"

**INTRODUCTION: OF PARTS AND WHOLES  
ABOUT THIS BOOK**

Historic moment of people becoming free  
**31 knot untied**      **32 how movements**      other people in institutional situations were experiencing the same  
**33 interviews**      **34 process writing**      **35**  
**150 INTERVIEWS**

THEY WERE BECOMING FREE      how do movements come about?      Otto about PRESENCING      from interviews and conversations      first three parts first see what is emerging spontaneous action

even though Mandela was still in prison      Joseph about sensing and actualizing NEW REALITIES      traces **flow of experience**      fourth integrated science spirituality leadership

**INTRODUCTION: OF PARTS AND WHOLES  
ABOUT THIS BOOK**

*Book is a journey they do not yet understand.*

**36 about a theory**      **37 encourage others**

shared messy process

not answers

JOIN  
curiosity,  
skepticism,  
vulnerability

# **Part 1 Learning to See**

**PART ONE: LEARNING TO SEE**  
**1. THE REQUIEM SCENARIO**

Authors are distraught that the **CRISIS IS NOT SEEN CONSCIOUSLY** and continues having a ruinous effect,

- |  |   |   |  |   |
|--|---|---|--|---|
| <b>1</b> <b>AUTHORS</b>  | <b>2</b> <b>destruction of dinosaur and human</b>   | <b>3</b> <b>dinosaurs adapted</b>                     | <b>4</b> <b>possible: so will</b>                | <b>5</b> <b>environment center 20 yrs later</b>                               |
| met at home of Otto Scharmer with Peter Senge, Joseph Jawaorski, Betty Sue Flowers | Jurassic Park was written in same room dinosaurs and now <b>'nightmare scenario'</b> of human destruction | lived 100 times longer humanity does not adapt easily | Auden - <i>"We must love one another or die"</i> | environmental topics but probably generate more waste as a center than before |

**PART ONE: LEARNING TO SEE**  
**1. THE REQUIEM SCENARIO**

even by people working in the environment.

- |   |  |  |   |                                     |
|---|--|--|---|-------------------------------------|
| <b>6</b> <b>no environmental concern</b>  | <b>7</b> <b>good for business</b>  | <b>8</b> <b>do not care</b>                  | <b>9</b> <b>discouragement</b>  | <b>10</b> <b>extraordinary fear</b> |
| everything individually wrapped<br><br>building materials<br>central air<br>silly bar of soap | Sweden hotel chain has done well financially with environmental practises<br><br>soap dispensers instead of wasteful bar of soap | even an environmental center has not learned | Do we not see to avoid fear?<br>could we avoid issues in order to avoid discouragement? | morning meditation                  |

**PART ONE: LEARNING TO SEE**  
**1. THE REQUIEM SCENARIO**

We know and do so little. We **need to see** the systems in which we are embedded and change the way we live.

- |                                  |   |                                     |   |   |
|----------------------------------|---|-------------------------------------|---|---|
| <b>11</b> <b>anger from fear</b> | <b>12</b> <b>are we up to it?</b>           | <b>13</b> <b>is why we are here</b> | <b>14</b> <b>immortal</b>                         | <b>15</b> <b>maybe not</b>                                  |
|                                  | are you willing to change the way you live? | what will it take?                  | we do not change because we think we are immortal | letter circulating in foundation community "Global Requiem" |

**PART ONE: LEARNING TO SEE**  
**1. THE REQUIEM SCENARIO**

Maybe they would **SHIFT** if people knew we are headed for extinction.

**16 SCENARIO**      **17 negative can help**      **18 alter awareness**      **19 see lives clearly**      **20 face mortality rather than avoiding**

causes fear that causes denial      also opens up      not seen as inevitable      shock woke him up      tell truth shifts

genuine possibilities

**PART ONE: LEARNING TO SEE**  
**1. THE REQUIEM SCENARIO**

Jamaican man **CHANGED** when told he would soon die , **and then CRIED** when he was told he would survive.

**21 confronted death**      **22 curable**      **23 transformed**      **24 moment of silence**      **25 transform heart**

after denial, he started doing what he wanted      cried for fear he would go back to way he used to live      maybe earth will wake up      **ONLY** change that will make a difference is change of human heart.

did not waste time on non essentials      just as threat of death woke Fred up

**PART ONE: LEARNING TO SEE**  
**2. SEEING OUR SEEING**

TELEVISION SHOW Truman's life but **not aware** he was **ONLY** an actor | US car companies went to Japan

**26 CONTROL**      **27 more happening**      **28 problem surface**      **29 not impressed**      **30 why say that?**

NEVER understood his life was a show      there is always more going on than we are aware of      lack of awareness is not a good thing

director responded: we all accept life as it is presented to us      we hear a few notes and not the symphony      especially when the world is changing



**PART ONE: LEARNING TO SEE**  
**2. SEEING OUR SEEING**

**The Capacity to Suspend**

to see why they were so productive - made wrong assessment

MICHAEL RAY taught that fear of judgement

**31**  
**did not really see the true picture**

**32**  
**'just in time' was what was going on**

**33**  
**fail : they did not have fresh eyes**

**34**  
**Bohm suspending essential**

**35**  
**hold unto thoughts**

did not see inventory - so thought plant was staged

production system of 'just in time' was what they failed to see

"normally, our thoughts have us rather than we having them."

"hanging our assumptions in front of us"

**PART ONE: LEARNING TO SEE**  
**2. SEEING OUR SEEING**

prevents creativity and for people being **AWARE** of themselves

**Suspending Together**  
 'Group Think' also when

**36**  
**chattering mind**

**37**  
**genius level**

**38**  
**covered over**

**39**  
**patience**

**40**  
**'shouldism'**

fear of judgement assumptions  
 1. creativity is essential  
 2. within everyone  
 3. **covered over by Voice of Judgement**

Howard Gardner Project Zero genius level  
 age 4 almost all  
 age 20 10 %  
 age +20 2 %

need to attack voice of judgement

willingness not to impose preestablished framework  
 let understanding emerge

Alan Webber left Harvard Business Review to found *Fast Company*

**PART ONE: LEARNING TO SEE**  
**2. SEEING OUR SEEING**

telling them what they 'should' say, do, and think **STIFLES** people

**41**  
**new style**

**42**  
**'fresh eyes'**

**43**  
**unrecognized**

**44**  
**suspending**

**45**  
**William Isaacs: founder MIT Dialogue Project**

what working on interesting?  
 who are you?  
 how does it feel?

found new style very good for growth

conforming is essential BUT needs seen as a choice not a habit

stop and see what are your assumptions

when confronted see only two options:  
 1. defend  
 2. be quiet or another possibility:  
 3. SUSPEND

**PART ONE: LEARNING TO SEE**  
**2. SEEING OUR SEEING**

**Building a Container**  
 Steelworkers of America Local 13

<p><b>46</b>  <b>takes only one person to make a shift</b></p> <p>BUT do not be insincere                  shift occurs with others                  let new possibilities arise</p>	<p><b>47</b>  <b>trust is essential</b></p> <p>not easily done</p>	<p><b>48</b>  <b>work settings</b></p> <p>management and unions                  extreme conflict                  (throwing chairs)</p> <p>had not listened to one another for two generations</p>	<p><b>49</b>  <b>taught dialogue</b></p> <p>discovered 'real talk'</p>	<p><b>50</b>  <b>first time listening</b></p>
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**PART ONE: LEARNING TO SEE**  
**2. SEEING OUR SEEING**

**Courage to See Freshly**  
 BRIAN ARTHUR paid

Trust is essential for human transformation by MELTING within a container

<p><b>51</b>  <b>energy</b></p> <p>metaphor of molten metal to understand containing human energy</p>	<p><b>52</b>  <b>transformation</b></p> <p>alchemists                  JUNG psychological</p>	<p><b>53</b>  <b>nature transform</b></p> <p>cocoon                  something 'melts'</p>	<p><b>54</b>  <b>can be toxic</b></p> <p>transformation must deal with alien environment</p>	<p><b>55</b>  <b>innovators</b></p> <p>innovators are often abused by establishment</p>
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**PART ONE: LEARNING TO SEE**  
**2. SEEING OUR SEEING**

**Inner Work of Suspending**

dearly for seeing differently

<p><b>56</b>  <b>network economy</b></p> <p>Prigogine about emergent self-organizing structures                  BRIAN ARTHUR</p> <p>what gets ahead gets further ahead</p>	<p><b>57</b>  <b>locked into small</b></p> <p>does not automatically lead to best possible world                  ... not even capitalism!</p>	<p><b>58</b>  <b>not static economy</b></p>	<p><b>59</b>  <b>was ignored</b></p> <p>slow down                  cultivate capacity for the contemplative including:                  "I am here and you are there"</p>	<p><b>60</b>  <b>personal work</b></p>
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**PART ONE: LEARNING TO SEE**  
**2. SEEING OUR SEEING**

requires more awareness of thoughts

**61**  
**conversation about**  
**TAO at same time**

ASKED Taoist master:  
 What will it do for me?

**62**  
**disturbing answer**

live longer,  
 produce longer  
 and end up  
 a very nice professor . . .

BRIAN ARTHUR was challenged by Taoist master: about meaning

**63**  
**brought up short**

BUT the real question:  
 "Is that all you want?"

**64**  
**initially insensed**

eventually  
 went to study daily  
 often starts by disruption

**65**  
**inner / outer**

requires many periods of  
 profound disorientation  
 learning to see

**PART ONE: LEARNING TO SEE**  
**2. SEEING OUR SEEING**  
**Integrating Inner Work**

ARTHUR'S story illustrates difficulty of 'old paradigm' thinkers to be open to the personal AND professional

**66**  
**story of ARTHUR**

**67**  
**first time told**

integrating  
 personal  
 and  
 professional

**68**  
**no tolerance**

wait for them to retire

**69**  
**inner / outer**

not talked about

**70**  
**rare permission about**  
**spiritual AND profession**

takes creativity away  
 from future generations

**PART ONE: LEARNING TO SEE**  
**2. SEEING OUR SEEING**

Suspending causes confusion and anger being brought into question about adequacy of understanding

**71**  
**suspending can cause**  
**fear and anger**

not able to talk about  
 emotional limits  
 strategic thinking  
 even on large scale

**72**  
**hard to share emotion**

Peter when you spoke at  
 environmental conference  
 was it hard to share your  
 fear and anger???

**73**  
**seemed impossible**

**74**  
**when 'suspending'**  
**people are confused**

**75**  
**felt like a victim**

**PART ONE: LEARNING TO SEE**

**3. SEEING FROM THE WHOLE**

**76**  
largers pattern  
seen working - Aha!

normal thinking disturbed

See freshly from inside as **WHOLE**. MARTIN BUBER made distinction between **I-It** and **I-thou**

**77**  
subject-object duality  
dissolved

STOP PROJECTING  
out on the world  
in order to  
see the world more clearly

**78**  
I-thou is an intimate  
relation

**79**  
I-thou is not a thing  
among things

**80**  
fills the heavens

**PART ONE: LEARNING TO SEE**

**3. SEEING FROM THE WHOLE**

**Redirection: Seeing the Generative Process**

Seeing whole as a generative process, turning to the source rather than object ... a more dynamic creative process

**81**  
not made up with parts

when seen as parts hair,  
speech, goodness is no  
longer Thou

**82**  
not only suspend but  
ALSO redirect

**83**  
attention toward source  
Francisco Varela

first suspend  
second redirect  
  
needed for  
enhanced awareness

**84**  
SUSPENSION  
allows REDIRECTION  
**MUST TOLERATE  
NOTHING HAPPENS ...**  
*THEN* leads to emerging,  
events, contents, patterns,  
  
**THE NEW**

**85**  
boundaries **DISSOLVE**  
between seer / seen

begins to be  
**DYNAMIC OF CREATING**

**PART ONE: LEARNING TO SEE**

**3. SEEING FROM THE WHOLE**

**Generative** thinking requires appreciation of the tensions created when people do not see as a **“WE”** together.

**86**  
billion dollar budget to  
apply systems thinking

‘causal loop’ diagram to  
enable efficient working  
on building cars

**87**  
quick fixes caused  
team conflicts

e.g. stability vs weight

**88**  
did not have time to  
collaborate - - -

and that caused delays

**89**  
“My God, look what we  
are doing to ourselves”

**90**  
see oneself as cause  
creates new attitude

**PART ONE: LEARNING TO SEE**

**3. SEEING FROM THE WHOLE**  
**Encountering the Authentic Whole**

Seeing the authentic **WHOLE** rarely occurs since people 'habitually see' parts instead of 'LIVING FIELD'.

**91**  
**overcoming habitual ways of seeing**

stop being bosses  
step into new awareness

**92**  
**from the whole toward the part**

usually go from part to the whole

**93**  
**GOETHE "exact sensorial awareness"**

slow down: see each leaf and another and another until you see the whole

**94**  
**figure / background**

dynamic living process that generates the leaf  
  
when we see 'formative field' as foreground, we see authentic whole

**95**  
**product development group saw background**

**PART ONE: LEARNING TO SEE**

**3. SEEING FROM THE WHOLE**

**Seeing from Within an Organization**

vicious cycle of parts ... Watch carefully interactions to see culture ... your reactions with others ... better than mission statements

**96**  
**"counterfeit whole" seeing parts as whole**

'authentic whole' then become active participants

**97**  
**to understand culture go to a meeting**

better than mission statement

**98**  
**pay attention to your cultures**

review meetings and feelings with another or write them down

**99**  
**engage your imagination**

**100**  
**do this with other participants**

many points of view

**PART ONE: LEARNING TO SEE**

**3. SEEING FROM THE WHOLE**

**The Inner Work of Redirecting**

Meditation helps quiet the mind to get beyond dualism ... attention to everything and anything

and value statements  
**101**  
**embodiments of living culture**

will see dynamic

**102**  
**process of awareness similar to meditative**

**103**  
**paying attention purposely 'OPEN'**

**104**  
**first level CONCENTRATION**

Less reactive and agitated

**105**  
**second level PENETRATIVE**

Sees beyond surface  
  
mindful connections that just come about

**PART ONE: LEARNING TO SEE**  
**3. SEEING FROM THE WHOLE**

Dropping underneath our conventional seeing that objectifies ... as a problem ... blocks seeing 'what is' arising...

<p><b>106</b> similar processes</p> <p>concentration and mindfulness corresponds with suspension and redirection</p>	<p><b>107</b> can get rid of pain</p> <p>see pain directly for what it is - sensation</p>	<p><b>108</b> problem to solve</p> <p>by not seeing how you are related to the problem you may fail to see ENTIRE PROBLEM ...and not let it dissolve</p>	<p><b>109</b> transcends dualism: subject / object</p> <p>escapes problem-solving mind-set lets problem dissolve</p>	<p><b>110</b> car illustration of cooperation</p> <p>hundreds of people saw things differently</p>
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**PART ONE: LEARNING TO SEE**  
**4. SEEING WITH THE HEART**

eyes and hearts open. Seeing from within is often expressed in terms of **HEART SOURCE** ... feel them from within

<p><b>111</b> hard to understand the process</p>	<p><b>112</b> how to see and learn</p> <p>How can seeing system in which we are trapped be empowering? How can we learn from the whole?</p>	<p><b>113</b> OTTO said that we can be empowered</p>	<p><b>114</b> easier when problem is in the room</p> <p>environment and poverty are much harder because they are too big</p>	<p><b>115</b> even 'big' needs to be seen from within</p> <p>environment poverty</p>
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**PART ONE: LEARNING TO SEE**  
**4. SEEING WITH THE HEART**

With neurons in the heart and the gut sees from the inside...HEART SEEING before ability to see the WHOLE

<p><b>116</b> from the heart seeing whole from inside</p>	<p><b>117</b> heart source for inner knowing and innovation</p>	<p><b>118</b> HeartMath neurons in intestine and heart</p>	<p><b>119</b> more than metaphor</p>	<p><b>120</b> see with heart before seeing from the whole</p>
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**PART ONE: LEARNING TO SEE**  
**4. SEEING WITH THE HEART**

Joseph recounted Baja experience of Nature and Spirit on retreat with John Milton which had a profound impact

**121**  
**Joseph on retreat led by JOHN MILTON**

John Milton environment innovator

**122**  
**Brian Arthur invited him to wilderness**

**123**  
**what happened on the retreat?**

**124**  
**talked about Nature and the Great Spirit**

**125**  
**John studied with teachers of traditions**

mayan shamanism  
 Taoism  
 Buddhism  
 Tai Chi

**PART ONE: LEARNING TO SEE**  
**4. SEEING WITH THE HEART**

Meeting with JOHN MILTON was an experience with NATURE and SPIRIT that involved rituals and ceremony

**126**  
**Told John about book how to SHIFT whole?**

**127**  
**John said SHIFT has to be INTERNAL**

political  
 legal  
 economic  
**NOT DEEP ENOUGH**

**128**  
**Joseph said he knew he would work with him**

**129**  
**fourteen days on the retreat**

**130**  
**qigong helps quiet and align**

(pronounced "chee-gung", "life energy cultivation")  
 practice of aligning breath, movement, awareness for exercise, healing, and meditation.

**PART ONE: LEARNING TO SEE**  
**4. SEEING WITH THE HEART**

John was open to John's direction to be aware and responsive.

**131**  
**absorbed in John's thinking**

**132**  
**instruction for solo**

take no distractions and more awaits you

**133**  
**ceremony of eleven directions**

**134**  
**pay appreciation and you will be rewarded**

**135**  
**left at remote site**

**PART ONE: LEARNING TO SEE**  
**4. SEEING WITH THE HEART**

Ceremony of **eleven directions** enable Joseph to become open and responsive ... intimate with Nature  
**136** described beauty of site and surrounding **137** next day ceremony **138** faced East - spiritual **139** faced South -life force **140** boundary with Nature collapsed

faced west -transformation  
faced north - wisdom

**PART ONE: LEARNING TO SEE**  
**4. SEEING WITH THE HEART**

Connecting to Source within a place of beauty and solitude ... intimacy with Nature  
**141** three day fast and meditation **142** all forms dynamic connected to Source **143** did his own eleven directions **144** ceremony of eight foot circle - standing **145** windy gale force and difficult

**PART ONE: LEARNING TO SEE**  
**4. SEEING WITH THE HEART**

**146** qigong practices and vision quest **147** left circle - check point - beautiful cliff **148** show put on by whales **149** identified with whales - fearing for them **150** ending of fast

felt energized by qigong but disappointed about vision quest

Show put on by whales . . . and then, felt fear for them!



**PART ONE: LEARNING TO SEE**  
**4. SEEING WITH THE HEART**

Continued species connection . . . prompting an **ECOLOGICAL WORLDVIEW** from experience of **DEEP SPACE**.

**151**  
**bolder and sea lion**

**152**  
**sea lion gaze and red sky**

**153**  
**internal opening for ecological worldview**

**154**  
**learning from deep Source**

**155**  
**shared - John called window to deep space**

**PART ONE: LEARNING TO SEE**  
**4. SEEING WITH THE HEART**

Shifting humanity from being 'privileged' to a higher ecological awareness with Source.

**156**  
**keep matrix doorway**

**157**  
**"What would it take to shift the whole?"**

**158**  
**PROBLEM we are out of relationship**

**159**  
**not privileged species**

**160**  
**business is key**

1. higher awareness of ecological  
 2. earth-based spirituality

transformation will take time - - - time is short!

(note)  
 economy that is based on inwardness

**PART ONE: LEARNING TO SEE**  
**4. SEEING WITH THE HEART**

Joseph sharing **HEART CHANGE AT BAJA** with Otto, Peter, and Sue

**161**  
**wanted to share with the other authors**

**162**  
**wistful - - do we need such an experience?**

**163**  
**depends on what was the experience**

**164**  
**different than a zoo!**

Joseph broke through  
**165**  
**broke into another way of being**

only a transformation of the heart

**PART ONE: LEARNING TO SEE**  
**4. SEEING WITH THE HEART**

the boundary between species to a new way of being ... changed his life.

**166**  
**only artists and**  
**other creatives**

**167**  
**CHANGED MY LIFE!**

**168**  
**"called forth"**  
**boundaries braking**

**169**  
**boundaries seem more**  
**real - - until they break!**

**170**  
**JOSEPH CAMPBELL**

POWER OF MYTH  
Breakthrough realization  
that you and others are  
two forms of the same life.

**PART ONE: LEARNING TO SEE**  
**4. SEEING WITH THE HEART**

Breakthrough into the sadness of separation.

**171**  
**breakthrough was a**  
**species boundary**

**172**  
**struggling to find**  
**words**

**173**  
**evoked unfathomable**  
**sadness**

**174**  
**sadness of**  
**separation**

## **Part 2 Into the Silence**

**PART TWO: INTO THE SILENCE**  
**5. THE GENERATIVE MOMENT**

Break free of assumptions that cause **TRAGIC 'SEPARATION'** ... we want to connect more deeply ... other stories help

<b>1</b> <b>GENERATIVE</b>	<b>2</b> <b>SCENARIOS</b>	<b>3</b> <b>SEPARATION</b>	<b>4</b> <b>LOSSES</b>	<b>5</b> <b>ISOLATION</b>
discussed various projects but always returned to question alive among: How to shift the whole?	<b>assumption behind STRATEGIES</b>  we want to break free of story of why we are on this earth	story we want to break free of . . . tragic	we pay cost for separation  work is to connect more deeply	new Egyptian library tells of different stories  creation stories etched in concrete facade of all world stories

**PART TWO: INTO THE SILENCE**  
**5. THE GENERATIVE MOMENT**

Efforts are not new ... meeting in South Africa is example of earlier effort of using scenarios to shift heart.

<b>6</b> <b>TRANSFORM</b>	<b>7</b> <b>LARGE SCALE</b>	<b>8</b> <b>WHO could PREDICT</b>	<b>9</b> <b>CONGLOMERATE</b>	<b>10</b> <b>ENDING APARTHEID</b>
something shifts in a group transform the heart	South Africa meeting 1991 and 1992  diverse groups came together	example of people creating a different future together  10 years earlier who could have predicted?	mining corporation raised question about future  convene forty-five leaders from every segment low road and high road	ADAM KAHANE facilitated first multiracial government  scenario work think about alternative - avoiding positioning arguments

**PART TWO: INTO THE SILENCE**  
**5. THE GENERATIVE MOMENT**

Scenarios allowed for convergence without anyone trying to persuade ... sometimes not ... sometimes 'magic'

<b>11</b> <b>FOUR SCENARIOS</b>	<b>12</b> <b>CHOSE FOURTH</b>	<b>13</b> <b>OPENING</b>	<b>14</b> <b>many times did NOT make such difference</b>	<b>15</b> <b>'MAGIC' OCCURS</b>
1 Ostrich 2 Lame Duck 3 Icarus	4 FLAMINGO take off slowly together	allowed for convergence  not one trying to persuade		seeing with the heart in one group can be a microcosm for shifting larger whole

**PART TWO: INTO THE SILENCE**  
**5. THE GENERATIVE MOMENT**

Scenarios work as a generative force when **real purpose is deeply connected with** as in Guatemala.

**16**  
**microcosm when**  
**real purpose realized**

**17**  
**Which was that?**

**18**  
**Guatemala asked**  
**for help**

45 leaders from every sector

**19**  
**Vision Guatemala**  
**scenarios for ten**

**20**  
**engaged nation**  
**formal and informal**

still difficult - - without Vision Guatemala there probably would have been a coup d'etat

**PART TWO: INTO THE SILENCE**  
**5. THE GENERATIVE MOMENT**

Connections occur when real purpose is **experienced together** ... silence occurs and **magical awareness**

**21**  
**connections from a**  
**five minute episode**

**22**  
**told what happened**  
**during war years**

She was sitting next to the man who had denied everything

**23**  
**next morning man**  
**told of unborn bones**

pregnant women had been killed

**24**  
**Adam pragmatic -**  
**does not talk magic**

**25**  
**yes, he does not**

**PART TWO: INTO THE SILENCE**  
**5. THE GENERATIVE MOMENT**

is experienced

**26**  
**five minutes of**  
**silence**

**27**  
**Adam later said that**  
**'something' happened**

from those five minutes 'hard work of agreeing' was established

PURPOSE replaces ideas with the presence of understanding.

**28**  
**mayan book: PURPOSE**  
**TOGETHER not ideas**

1 purpose together  
 2 we agreed  
 3 we decided

**29**  
**silence - not absence -**  
**'understand presence'**

**30**  
**Adam says volume**  
**needs turning up**

KRISHNAMURTI  
 communication  
 requires silence

**PART TWO: INTO THE SILENCE**  
**5. THE GENERATIVE MOMENT**

**SILENCE** allows for **sense of something** that wants to happen and wants to emerge **THROUGH US ACTIVELY.**

**31**  
silence: something  
wants to happen

**32**  
not just sitting there  
unfolding / emerging

**33**  
what do you mean?

**34**  
active participation

**35**  
concrete example?

**PART TWO: INTO THE SILENCE**  
**5. THE GENERATIVE MOMENT**

OTTO gives example of what the 'larger awareness' that wants 'to happen' within experience of **TOTAL LOSS**

**36**  
16 yr old experience  
of change

**37**  
what happened?

**38**  
was sent home from  
school - not told why

**39**  
saw cloud of smoke

**40**  
350 yr old farmhouse  
burned down

**PART TWO: INTO THE SILENCE**  
**5. THE GENERATIVE MOMENT**

was aware of **TRUE SELF**. Released **GREATER AWARENESS** and was **DRAWN INTO THE FUTURE.**

**41**  
everything lost

**42**  
time slowed down  
mind expanded

**43**  
87 yr old grandfather  
came from medical

**44**  
SAID:  
"LOOK FORWARD"

**45**  
few days later died

**PART TWO: INTO THE SILENCE**  
**5. THE GENERATIVE MOMENT**

What connects stream of time to the future?

**46**  
**TEARS- grandfather's focus still moves me**

**47**  
**what connects stream of time to the future?**

**48**  
**even in this moment**

**6. AN EMERGING UNDERSTANDING &**

Interviews helped illuminate process.

**49**  
**interviews illuminate process**

Brian Arthur had complete process

**50**  
**Brian Arthur senses 'emerging future'**

not imposing old ways on new realities

**PART TWO: INTO THE SILENCE**  
**THE THEORY OF THE U**

What connects the greater stream of time to the future?

**51**  
**'suspend - redirect' and different knowing**

observe and observe and let experience well up position to what is coming inner feel - not deduction

**52**  
**internalize for having spontaneous action**

not thinking

**53**  
**science sees what is going on here**

Brian Arthur emerging future depending on us

**54**  
**cognitive 'knee jerk' or what is going on?**

deeper level knowing

**55**  
**knowing comes from heart**

**PART TWO: INTO THE SILENCE**  
**6. AN EMERGING UNDERSTANDING & THE THEORY OF THE U**

**A SECOND TYPE OF LEARNING**

**SLOW DOWN!** Future becomes more active BUT from a deeper level of perception.

**56**  
**slow down - observe - position yourself**

**57**  
**LEARN from future and what is our part**

**58**  
**JOHN DEWEY learning cycle**

1 observe  
 2 discover  
 3 invent  
 4 produce

**59**  
**fails to get at depth and commitment**

**60**  
**observe - observe observe**



**PART TWO: INTO THE SILENCE**

**6. AN EMERGING UNDERSTANDING & THE THEORY OF THE U SENSING**

Learning from 'THE INSIDE' freed from 'stuff' able to experience the *SELF in silence and clarity ... drawn to*

**61**  
**IMMERSE UNTIL YOU BECOME ONE WITH**

GO DEEPER

**62**  
**EXPERIENCE RISING FROM POSSIBILITY**

FROM HIGHEST POSSIBILITY

**63**  
**OTTO in front of fire saw beyond**

FROM LIVING WHOLE

**64**  
**freed from stuff and experienced Self**

**65**  
**freed toward future**

**PART TWO: INTO THE SILENCE**

**6. AN EMERGING UNDERSTANDING & THE THEORY OF THE U**

other parts of myself... able to open my heart to what the world needs.

**66**  
**freedom comes from opening of the heart**

Otto when speaking  
Vision Guatemala -bones  
Joseph - baja species

**67**  
**steward for what is needed in the world**

**68**  
**PRESENCE sense of Self emerging**

**REALIZING**  
Able to act AND be spontaneously detached

**69**  
**moving up U comes from deeper**

**70**  
**sense the new and act instantaneously**

not to impose

**PART TWO: INTO THE SILENCE**

**7. THE EYE OF THE NEEDLE: LETTING GO AND LETTING COME A QUESTION FROM THE HEART**

the courage to feel from within instead of acting upon. Coming together of two large corporations required

**71**  
**moving up U feel within - not act on the world**

**72**  
**deluded by egotism "I am the doer."**

**73**  
**camel and eye of the needle**

narrow and hard to get through with too much baggage.  
cf. rich man getting into kingdom of God

**74**  
**through impasse into creative**

**75**  
**merger of two large corporations**



**PART TWO: INTO THE SILENCE**

**7. THE EYE OF THE NEEDLE: LETTING GO AND LETTING COME**

**SURRENDERING CONTROL**

the courage to listen from the heart and see the **WHOLE** and let go of control after suspending and redirecting.

**76**  
last day impasse and  
no creativity

**77**  
man asked **OTTO** to  
show him **WHOLE**

COULD SEE PARTS

**78**  
we failed to listen  
from the heart

Joseph encouraged  
deep listening

came together within an  
instant

**79**  
came from going to  
a different place

**80**  
letting go after  
suspend and redirect

**PART TWO: INTO THE SILENCE**

**7. THE EYE OF THE NEEDLE: LETTING GO AND LETTING COME**

Letting go brings us back to the moment into non-attachment.

**81**  
letting go brings us  
back to the moment

**82**  
open to what is  
emerging

'seeking' and 'watching'  
are let go of

**83**  
"can you help me?"  
was letting go

**PRIMARY KNOWING**  
ELEANOR ROSCH psychologist went toward

**84**  
letting go for 1000s of  
years -scientific now

**85**  
poking around

**PART TWO: INTO THE SILENCE**

**7. THE EYE OF THE NEEDLE: LETTING GO AND LETTING COME**

'wisdom awareness': buddhism, taoism, meditation . . . to "remake psychology" as **INTERCONNECTED WHOLE.**

**86**  
different level by many  
areas:

science  
business  
artists

mind and world  
are not separate

**87**  
analytic knowing  
primary knowing

**88**  
analytic knowing is  
representation

**89**  
primary knowing is  
interconnected wholes

open knowing rather  
than indeterminate

**90**  
all attributes go  
together

timeless,  
direct, open,  
spontaneous,  
unconditional value,  
  
compassionate

**PART TWO: INTO THE SILENCE**

**7. THE EYE OF THE NEEDLE: LETTING GO AND LETTING COME**

Primary knowing is from 'underlying field' and most people are **STUCK** in analytical thought.

**91**  
connected to **SOURCE**  
more integrated

**92**  
primary knowing is  
from underlying field

**93**  
knowing capacity is  
'field knowing itself'

**94**  
stuck in analytical ...  
**JUST NOT ENOUGH**

**95**  
analytical knowing is  
not informed by **WHOLE**

**PART TWO: INTO THE SILENCE**

**7. THE EYE OF THE NEEDLE: LETTING GO AND LETTING COME**

**THE ALIEN SELF**

The localized self diminishes as a 'living field' begins to know itself **SO THAT** a generative self arises that is difficult

**96**  
generative self arises  
localized diminishes

**97**  
subject is not solid  
fragile: coming/going

**98**  
more real means to  
be less determined

**99**  
wisdom lets fragility  
manifest itself: joy

**100**  
fully developed is  
always **PRESENCING**

**PART TWO: INTO THE SILENCE**

**7. THE EYE OF THE NEEDLE: LETTING GO AND LETTING COME**

to know ... more fragile ... less determined ... constantly coming and going ... creative as '**USNESS IN US**'.

**101**  
'alien self' arises  
'localized' diminishes

**'ALIEN SELF'**  
Eastern is 'nothingness'  
Western is 'god'

**102**  
'sense of self'  
central to creativity

**CREATIVE**  
What is my self?  
What is my work?

**103**  
decentered self  
transforms 'others'

closer:  
solidarity,  
care,  
compassion,  
love - - - 'USNESS in us'

**104**  
decentered self  
hard to describe

heightened awareness  
embarrassing not to know

**105**  
hard to describe - -

note: SQ (spiritual intelligence)  
1. Flexible, 2. Self-aware, 3. face and use suffering, 4. inspired by vision, 5. see connections between diverse things (thinking holistically), 6. desire to cause as little harm as possible 7. probe fundamental questions, and 8. work against convention.

**PART TWO: INTO THE SILENCE**

**7. THE EYE OF THE NEEDLE: LETTING GO AND LETTING COME  
SURRENDERING INTO COMMITMENT**

**DEEPER PURPOSE** to connect with larger whole involves **SURRENDER** to a profound opening of the **HEART**.

**106**  
**'surrendering control'**  
**looking for / letting come**

**107**  
**creation journeys**  
**"couldn't NOT do it"**

This is a level deeper than will power

**108**  
**down left: 'as world is'**  
**up right: 'as emerges'**



**109**  
**shift occurs in many ways (inversion)**

**MYSTERY**  
at the bottom of the **U**

note  
*'an occasion'*

**110**  
**3rd aspect PRESENCING**  
**'original way of being'**

**PART TWO: INTO THE SILENCE**

**8. THE WEDDING**

Involves **SOURCE** as spontaneous product.

**111**  
**SOURCE of taoism**  
**"nonachievement"**

**112**  
**spontaneous product of the whole**

Seminar in Germany about healthcare between Doctors / patients

**113**  
**mysterious reversal talked about**

**114**  
**OTTO's project to improve health care**

**115**  
**130 interviews of patient/doctor relation**

called to meeting about 100 showed up

**PART TWO: INTO THE SILENCE**

**8. THE WEDDING**

Levels of relating 'doctors / patients' presented: (1) fix broken (2) change behavior (3) change attitude (4) new person

**116**  
**findings organized with four levels**

**117**  
**1st transactional: fix broken part**

**118**  
**2nd behavioral how broken relates**

**119**  
**3rd reflective why behaving this way**

**120**  
**4th probing uniqueness as person**

**PART TWO: INTO THE SILENCE**  
**8. THE WEDDING**

Discovered people wanted a **DIFFERENT LEVEL OF CARE** and was true of other professions and work as well.

**121**  
95% experienced 1&2  
95% wanted 3&4

**122**  
the system is  
what you enact

**123**  
mayor said "same  
issue in government"

**124**  
teacher said "same  
issue in school"

**125**  
farmer said "same  
issue in farming"

**PART TWO: INTO THE SILENCE**  
**8. THE WEDDING**

**126**  
entire morning spent  
reframing

**127**  
OTTO paused

Seminar produced an **INDEPTH SHARING** beyond those present  
**128** PETER experienced deep generative force  
**129** "field knowing itself" as Rosch had said  
**130** whole PATTERNS thru concrete particulars

**PART TWO: INTO THE SILENCE**  
**8. THE WEDDING**

Listening deeply and saw they were looking to the past ... women expressed danger of past ... then toward

**131**  
community  
**LISTENING DEEPLY**

**132**  
what causes shift?

**133**  
people are looking  
at the past

**134**  
**SHIFT** from past to  
what wants to emerge

**135**  
how to operate in  
the future

woman protects  
EMPATHETIC doctor  
from system

**PART TWO: INTO THE SILENCE**  
**8. THE WEDDING**

Shift occurred ... how are with each other **NOW?** ... **HIGHER SELF** begins ... people began asking

**136** 'what might be' starts how we are **NOW**      **137** opening upward through **HIGHER SELF**      **138** **NEWNESS** happening in that moment      **139** concrete visions for actions - **JUST START**      **140** what actions can we take?

note  
from EGO to ECO

if none we will close now

**PART TWO: INTO THE SILENCE**  
**8. THE WEDDING**

What action can we take?      Woman said that she was 'touched'

**141** groups committed to projects      **142** next day 'hanging out'      **143** impromptu meal      **144** woman said she was 'touched' by forum      **145** touched by what?

**PART TWO: INTO THE SILENCE**  
**8. THE WEDDING**

like a **WEDDING** ... joins two separate elements of larger field. **PRESENCING** involves connecting to **LARGER FIELD**.

**146** like a **WEDDING**      **147** **OTTO**, perfect words      **148** many experiences      **149** 'PRESENCING' connects to **LARGER FIELD**      **150** sometimes people are not ready

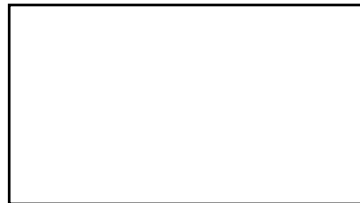
**PART TWO: INTO THE SILENCE**  
**8. THE WEDDING**

Forces of Nature join Self-aware people.

**151**  
**'what you are here for'**  
**- then starts happening**

**152**  
**world MIRRORS**  
**your purpose**

MOVING UP THE **U**  
and  
you are not alone



## **Part 3 Becoming a Force of Nature**

**PART THREE: BECOMING A FORCE OF NATURE  
9. IN THE CORRIDOR OF DREAMS**

**HAPPENING: top executives met to assess SOL's development as a GLOBAL NETWORK**

<p><b>1</b> authors "future depended on us"</p>	<p><b>2</b> top executives met in Marblehead</p>	<p><b>3</b> discuss and assess what was happening</p>	<p><b>4</b> extremely powerful discussion</p>	<p><b>5</b> world splitting apart - - - economic!</p>
<p>each had meetings with many others that affirmed the movement</p>		<p>SOL (Society for Organizational Learning)  and  in world</p>	<p><b>GREAT DIVIDE</b> digital divide social divide</p>	

**PART THREE: BECOMING A FORCE OF NATURE  
9. IN THE CORRIDOR OF DREAMS**

everything is turning on a dime, **AND SERIOUS**, but can effect a profound change ... make joint 'serious statement'

<p><b>6</b> high velocity business environment</p>	<p><b>7</b> Wall Street not sustainable</p>	<p><b>8</b> requiem scenario - - - see seriousness</p>	<p><b>9</b> decided to make joint statement</p>	<p><b>10</b> surprisingly candid</p>

**PART THREE: BECOMING A FORCE OF NATURE  
9. IN THE CORRIDOR OF DREAMS**

clarity and urgency ... usually no time for real thinking ... growing number see BUT **fragile minority...split**

<p><b>11</b> pragmatic and well informed leaders</p>	<p><b>12</b> honesty among people who trust each other</p>	<p><b>13</b> no time for reflection and real thinking</p>	<p><b>14</b> flawed globalization need dialogue</p>	<p><b>15</b> split corporate world - - - capitalism</p>



## The Marblehead Letter

A natural agenda of issues is shaping the future, especially for corporations with global scope.

- **The social divide:** the every widening gap between those participating in the increasingly interdependent global economy and those not.

*How long can 15% of the people get 85% of the benefits of globalization?*

- **Redefining growth:** economic growth based on ever increasing material use and discard is inconsistent with a finite world.

*How long can we keep piling up more junk in the same box?*

- **Variety and Inconclusiveness:** developing inclusion as a core competence in increasingly multi-cultural organizations.

*Who is the “we”?*

- **Attracting talented people and realizing their potential:** developing commitment in a world of “free agents” and “volunteer” talent.

*What are we committed to really?*

- **The role of the corporation:** extending the traditional role of the corporation, especially the global corporation, to be more commensurate with its impact.

*Just how accountable will society expect us to be?*

- **The system seeing itself:** the challenge of coordination and coherence in social systems.

*How can we stop going faster while our ability to see ahead is decreasing.?*

*June 2001*

**PART THREE: BECOMING A FORCE OF NATURE**  
**9. IN THE CORRIDOR OF DREAMS**

when **DEPTH** is not present, the openness required to reach **HIGHER SELF** is not possible... nor is connectedness

<p><b>16</b> another <b>MAINSTREAM</b> group struggled to open</p>	<p><b>17</b> <b>executive spoke: one thought "NOT TRUE"</b></p>	<p><b>18</b> another said <b>deeper change needed</b></p>	<p><b>19</b> <b>not safe to move down the U</b></p>	<p><b>20</b> <b>seeing with Heart requires open Heart</b></p>
<p>talked about sustainable development  troubled in 'sensing together'</p>	<p>later African said he didn't accept what was said - - - based on his experience in his country- - - he said it was too dangerous to confront the speaker!</p>	<p>global capitalism could not adapt</p>	<p>stuck in mental  without deeper cannot reach higher Self  reacts instead</p>	<p>doesn't often happen</p>

**PART THREE: BECOMING A FORCE OF NATURE**  
**9. IN THE CORRIDOR OF DREAMS**

<p>that is needed <b>21</b> <b>CONNECTED (?) with others and world</b></p>	<p><b>SACRED SPACE</b> helps connection <b>22</b> <b>importance of place SACRED SPACE</b></p>	<p><b>23</b> <b>place for imagination and bold initiative</b></p>	<p><b>24</b> <b>something unusual last time</b></p>	<p><b>25</b> <b>what is so magical about your FIELD?</b></p>
	<p>note <b>OCCASION</b></p>	<p>similar to Marbleback</p>		

**PART THREE: BECOMING A FORCE OF NATURE**  
**9. IN THE CORRIDOR OF DREAMS**

<p>history of space can also be relevant ... <b>26</b> <b>history is relevant ---</b></p>	<p>von Trapp family owned the land for inspiration ... similar to Austria <b>27</b> <b>owned by von Trapp family</b></p>	<p><b>28</b> <b>singing tours over afford to settle down</b></p>	<p><b>29</b> <b>prayed for three days</b></p>	<p><b>30</b> <b>bought land the day they were to leave</b></p>
		<p>Vermont reminded them of Salzburg</p>		

**PART THREE: BECOMING A FORCE OF NATURE**  
**9. IN THE CORRIDOR OF DREAMS**

blessed the land <b>31</b> Maria said they had blessed the land	... <b>32</b> humans contribute to what nature gives	Stonehedge...Chartres ... 3 days ... <b>33</b> something was starting to form	<b>34</b> large scale -- THEN into small groups	then in small group <b>35</b> told five people about Baja

**PART THREE: BECOMING A FORCE OF NATURE**  
**9. IN THE CORRIDOR OF DREAMS**

<b>SIMILAR</b> belief a fundamental shift away from human needs to concern for biodiversity as global leadership <b>36</b> not bottom line - SHIFT in relation to nature	<b>37</b> 2000 gov't leaders facing bio-diversity	<b>38</b> change requires 'opening of the heart'	<b>39</b> need to TAP DEEPEST commitments	<b>40</b> confrontation makes for reactive
			EXECUTIVES said that the meeting was an opening of the heart	business government NGOs need to collaborate usually reactive

**PART THREE: BECOMING A FORCE OF NATURE**  
**9. IN THE CORRIDOR OF DREAMS**

CRESTONE meeting emphasizing sacred space and meditation and brought together people from Baja <b>41</b> boost from Crestone	<b>42</b> remarkable place	<b>43</b> native peoples here - for 1000s of years	<b>44</b> meditation seats conform to your body	<b>45</b> meeting of those from Baja

**PART THREE: BECOMING A FORCE OF NATURE  
9. IN THE CORRIDOR OF DREAMS**

<b>OTTO DREAM</b> failing to step forward to deliver speech to transform institutions				
<b>46</b> sharing of agenda and experiences	<b>47</b> intense dream	<b>48</b> walking upstairs with many - "you give speech"	<b>49</b> speech about what?	<b>50</b> felt connected to all 80,000 people
- Otto dream			Pope died and now time to transform the institution	

**PART THREE: BECOMING A FORCE OF NATURE  
9. IN THE CORRIDOR OF DREAMS**

... and could be seen as collective **BIG** dream ...

<b>51</b> people began lowering	<b>52</b> did not step forward <b>DOOR CLOSING</b>	<b>53</b> powerful dream could apply to <b>COLLECTIVE</b>	<b>54</b> people of Crestone agreed	<b>55</b> next morning cool

**PART THREE: BECOMING A FORCE OF NATURE  
9. IN THE CORRIDOR OF DREAMS**

**MEDITATION** becomes basis for seeing what is happening inside corporations and also with those outside

<b>56</b> went to John's cabin	<b>57</b> three days of dialogue and ceremony	<b>58</b> time for solitude	<b>59</b> 2nd day assumptions in world: marblehead	<b>60</b> others outside of corporations
clear space for quigong and Tepee		replace stones as respect for Nature		

**PART THREE: BECOMING A FORCE OF NATURE  
9. IN THE CORRIDOR OF DREAMS**

corporations beginning to recognize other forces ... corporate blind spot is role of women and youth ... more than mainstream

**61**  
corporations begin to recognize NGOs

**62**  
cross sector: private, public, social

**63**  
role of young people and women

**64**  
sustainable issues by women

**65**  
some inner city youth show maturity





ROCA in Boston shows that inner city youth are in many ways MORE MATURE

**PART THREE: BECOMING A FORCE OF NATURE  
9. IN THE CORRIDOR OF DREAMS**

working across sectors ...

**66**  
more and more SENSE coming challenges

**67**  
did you talk about this in Colorado?

**68**  
yes

lightening storm was convincing

**69**  
after lightening no one doubted

**70**  
what happened?






**PART THREE: BECOMING A FORCE OF NATURE  
9. IN THE CORRIDOR OF DREAMS**

***LIGHTENING STORM was CONVINCING !!!***

**71**  
late 2nd day LIGHTENING STORM

**72**  
huddled together -- Otto quit talking

**73**  
sat quietly

**74**  
STORM intense but not frightening

**75**  
lightening struck John earlier in life

He said that at bottom of the U is silence

**PART THREE: BECOMING A FORCE OF NATURE**  
**9. IN THE CORRIDOR OF DREAMS**

**SOURCE POWER** (morning meditation) in sacred space ... anchored to the earth and lifted into the heavens

- 76** John's friend Sara said 'eleven strikes'
- 77** climbed up to two huge rocks
- 78** hard to describe --- anchored in earth
- 79** felt immersed in blue sky
- 80** powerful experience of **SOURCE**

-- Baja!	--- natural bed			
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**PART THREE: BECOMING A FORCE OF NATURE**  
**9. IN THE CORRIDOR OF DREAMS**

**10. THE GRAND WILL**

NATIVE PEOPLE called view across valley **CORRIDOR OF DREAMS** ... **SO, what do you want to create?**

- 81** Rio Grande Valley 30,000 ft mountains
- 82** Valley called 'corridor of dreams'
- 83** end of 3rd day knew U connection
- 84** some visions **TRANSFORM**
- 85** move beyond sensing to '**PRESENSING**'

			<b>PARADOX</b> personal AND nothing to do with us as persons	"so what do we want to create?" as we move up from the bottom of the U  a larger "WE" field knowing itself
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**PART THREE: BECOMING A FORCE OF NATURE**  
**10. THE GRAND WILL**

**CRYSTALLIZING INTENT**

external powerless rather than from within ... how forces shaped by **FOCUSSING LARGER INTENTION** (reinvent)

- 86** left side U visions not shared ... powerless
- 87** visions are uncovered **AMONG**
- 88** **USED** by a mighty purpose is **JOY**
- 89** intentions and visions that guide action
- 90** **ENTREPRENEURS** bring new reality

note: Great Work of Self	note: within and among  presense of larger intension uncovered <b>VISION</b>	"being a force of nature" G B Shaw		Nick Hanauer board member of Amazon  reinvent education in State of Washington
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**PART THREE: BECOMING A FORCE OF NATURE**

**10. THE GRAND WILL**

and act boldly ... **IRRETRIEVABLY COMMITTED** ... over and over ... aware and expectant

**91**  
vision creates force  
that compels

**92**  
develop, hold, and  
broadcast INTENTION

**93**  
how do you develop  
your intent?

**94**  
think over and over  
aware and expectant

**95**  
energetic integrity

Never doubt that a small group of committed citizens can change the world. Indeed it is the only thing that ever has." Margaret Mead

**PART THREE: BECOMING A FORCE OF NATURE**

**10. THE GRAND WILL**

uncover your intention...broadcast...*'happens'*...comes from different source...*have to do! AND aware of world*

**96**  
broadcasting intent  
and tuning in

**97**  
comes from  
DIFFERENT SOURCE

**98**  
you can not do it

**99**  
get people to think  
differently

**100**  
design products  
that are sustainable

**PART THREE: BECOMING A FORCE OF NATURE**

**10. THE GRAND WILL**

Have larger intention from a place of *"KNOWING" WITH ACTION of spontaneous whole* student dropped out

**101**  
all about life and  
who we are

**102**  
focus upon a larger  
intention

**103**  
genuine knowing  
intention powerful

**104**  
action: spontaneous  
product of whole

**105**  
illustration

something we wanted to do and not simply ought to do

Will Ackerman of Windham Hill music

**PART THREE: BECOMING A FORCE OF NATURE**

**10. THE GRAND WILL**

because he could not take it anymore ... father, "Me, too!" ... started several businesses... **KNOW** what is right

<b>106</b> student told professor / father 'dropping out'	<b>107</b> father said, I will too	<b>108</b> started several businesses	<b>109</b> father: I have never made a decision	<b>110</b> DO what you know is right
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note:  
intuitive leader

**PART THREE: BECOMING A FORCE OF NATURE**

**10. THE GRAND WILL**

**SEEDS ARE SMALL**

**ENGAGEMENT** in larger purpose...do not let 'great visions' paralyze...what **VISION DOES** in the reality of **NOW**

<b>111</b> engagement in larger purpose	<b>112</b> transform into action becomes momentum	<b>113</b> do small things with great love - M Teresa	<b>114</b> structural tension to focus vision in reality	<b>115</b> vision is in the now - constantly changing
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1. what 'is' objectively  
2. what do I really want  
3. choose and move on

**PART THREE: BECOMING A FORCE OF NATURE**

**10. THE GRAND WILL**

**INTENTIONAL WORK**

as a **TOOL**      **MEETING** remarkable people **BEYOND** just results ... get people **GROWING**

<b>116</b> vision is 'tool' for what we are creating	<b>117</b> infused with who we are - why alive	<b>118</b> about what really matters	<b>119</b> not produce results - but encourage others	<b>120</b> had created stress at work
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focus power



**PART THREE: BECOMING A FORCE OF NATURE**

**10. THE GRAND WILL**

meditative and spiritual ... introducing practices... **slowing / opening** ... less and less is done... nothing left undone

**121**  
return to help others  
realize potential

**122**  
introduced practices  
of contemplation

**123**  
allowed for success  
in production lab

**AWAKENING**

**124**  
servant of the whole

**125**  
how do we find this  
space of non-action

Tao abides in non-action,  
Yet nothing is left undone  
Lao Tzu

**PART THREE: BECOMING A FORCE OF NATURE**

**10. THE GRAND WILL**

what matters...shift to being a servant of **LARGER WHOLE**

**126**  
sometimes 'wake-up'  
but involves shift

**127**  
BUBER quote: must  
sacrifice 'puny will'

**128**  
sacrifice 'unfree' to  
'grand will'

**11. IN DIALOGUE WITH THE UNIVERSE**

**ALLOW TO EMERGE** through improvization

**129**  
creating is anything  
but a straight line

**130**  
'pause' allows for  
intuition

**U** is listening to what  
is emerging - not to be  
supported by it, but in  
order to bring it to reality  
as it desires

**DANCE** between  
inspiration  
and  
experimentation

**PART THREE: BECOMING A FORCE OF NATURE**

**11. IN DIALOGUE WITH THE UNIVERSE**

directly from the heart ... act and remain open

**131**  
new concepts  
unfolding

**132**  
learn what is  
emerging by action

**PROTOTYPING**

**intuition manifesting** brings clarith through particulars

**133**  
fast prototyping - - -  
so not stuck in plans

**134**  
break the prototype

**135**  
engineers 'test' social  
'become the change'

remain open

note:  
can be called 'sketching'

note  
be at risk ... even your  
integrity!

**PART THREE: BECOMING A FORCE OF NATURE**  
**11. IN DIALOGUE WITH THE UNIVERSE**

from visioning and crystallizing to prototyping is entering flow of improvisation and dialogue toward **WHOLE**

- |   |  |   |   |   |
|---|--|---|---|---|
| <b>136</b><br>prototyping is enter<br>flow of improvisation | <b>137</b><br>force to act before<br>there is a plan | <b>138</b><br>stay deeply grounded<br>in inspiration and will | <b>139</b><br>moving up U is to be<br>vehicle of larger field | <b>140</b><br>action shaped by<br>field of the future |
|---|--|---|---|---|

"failure to failure without  
losing enthusiasm"  
W Churchill

feel it intuitively

note:  
genius is the ability  
to not know

**PART THREE: BECOMING A FORCE OF NATURE**  
**11. IN DIALOGUE WITH THE UNIVERSE**  
**CREATING AND ADJUSTING**

begin with **TENTATIVE** then through many **U's** ... personal ability BUT NOT corporate ... CEO's were not able

- |  |   |  |   |  |
|--|---|--|---|--|
| <b>141</b><br>creative process is<br>create and adjust | <b>142</b><br>prototype / iterate<br>- natural 'flow' | <b>143</b><br>SOL sustainability<br>consortium - none! | <b>144</b><br>many participated<br>never reached take off | <b>145</b><br>how to make them<br>salient organization |
|--|---|--|---|--|

**PART THREE: BECOMING A FORCE OF NATURE**  
**11. IN DIALOGUE WITH THE UNIVERSE**

to commit and felt powerless ... organizers decided the effort failed

- |  |  |  |  |                                      |
|--|--|--|--|--------------------------------------|
| <b>146</b><br>for capitalism equal<br>to communism | <b>147</b><br>'important people' ---<br>meeting discouraging | <b>148</b><br>meeting in Boston -<br>great presentations | <b>149</b><br>informally said they<br>could not--powerless | <b>150</b><br>Peter called Ray - - - |
|--|--|--|--|--------------------------------------|

Tim Savino  
Harley-Davidson

Ray Anderson

**PART THREE: BECOMING A FORCE OF NATURE**  
**11. IN DIALOGUE WITH THE UNIVERSE**

were open and honest ... month later a different strategy emerged ... In coming years, many diverse initiatives

**151** both said "meeting a failure"  
**152** failed but open - in a month - new strategy  
**153** experience in passion not organization. chart  
**154** partnerships have formed spontaneously  
**155** xerox - no waste

microcosm of larger collaborative trying to create

**PART THREE: BECOMING A FORCE OF NATURE**  
**11. IN DIALOGUE WITH THE UNIVERSE**  
**LISTENING TO FEEDBACK**

community of committed collaborators emerged ... listening **AND** initial conception ... ability to change direction

**156** formed Power Plug with other executives  
**157** not ignoring feedback nor overreacting  
**158** constant dialogue with environment  
**159** if open ... universe will help  
**160** decide what is good and stay with intent

no waste

**PART THREE: BECOMING A FORCE OF NATURE**  
**11. IN DIALOGUE WITH THE UNIVERSE**

**REDISCOVERING PURPOSE**

vision, deep intention, **AND** self-observation **AND** course correction ... move from ideas to action that brings clarity

**161** going through the U everyday  
**162** presentation matters  
**163** vision and intention: with course correction  
**164** intent to prototyping for action to clarify  
**165** **WHOLE** visible new types of tools

illustration: The Gap

illustration: patient /physician implementation

**PART THREE: BECOMING A FORCE OF NATURE**  
**11. IN DIALOGUE WITH THE UNIVERSE**

had limited to an overly institutional approach ... **shifted to practitioners** ... forming around issues and problems

**166** limited to institution approach      **167** sought people who needed support      **168** small groups on short term issues      **169** support for diabetes      **170** system of referral

**PART THREE: BECOMING A FORCE OF NATURE**  
**11. IN DIALOGUE WITH THE UNIVERSE**

getting a sense of the region as a whole ... momentum and self-determination ... focussed on what they want

**171** patients more secure and economical      **172** ask more directly 'what are you doing?'      **173** healthier      **174** communication more in flow      **175** continual innovation

**PART THREE: BECOMING A FORCE OF NATURE**  
**11. IN DIALOGUE WITH THE UNIVERSE**  
**STAYING CONNECTED**

within a whole *net of communication and relations in a flow* ... experiencing amazing events in connecting

**176** NETWORKS efforts to stay with each other      **177** FOCUS a few people keeping track      **178** prototyping brings together      **179** Synchronicity can bring people together      **180** open to what wants to happen - UNFOLDING

**PART THREE: BECOMING A FORCE OF NATURE**

**U** brings synchronicity more into play ... taking action informed by the whole ... not expecting but

**181**  
entire **U** movement  
brings synchronicity

**182**  
unified field theory

**183**  
not simply resonances  
with individual energy

**184**  
illustration:  
occurs in class

**185**  
matrix within which  
people meet

**PART THREE: BECOMING A FORCE OF NATURE**

**12. REALIZING AND THE CRAFT OF**

quietly accepting when experiencing **POWERFUL FIELD** events Authors writing at this time (**9/11**), confirming

**186**  
not atomistic  
models of mind

**187**  
transcendental  
depths of experience

**188**  
action of the **WHOLE**

**189**  
**9/11** occurred  
'requiem scenario'

**190**  
**9/11** attributed to  
larger forces

**PART THREE: BECOMING A FORCE OF NATURE**  
**INSTITUTION BUILDING**

deep learning process, since they saw that old institutions were failing and dealing **only with symptoms.**

**191**  
need to work toward  
**SUSTAINABLE GLOBAL**

**192**  
decided interviews:  
crisis and new global

**193**  
old and new  
power **STRUGGLE**

**194**  
crisis of  
conscious thought

**195**  
operating only  
on symptoms

**PART THREE: BECOMING A FORCE OF NATURE**  
**12. REALIZING AND THE CRAFT OF INSTITUTION BUILDING**

Even projects such as patient/doctor in Germany should be allowed to shutdown. New personal

- |  |  |   |   |   |
|--|--|---|---|---|
| <b>196</b><br>emergency shutdown<br>instead of 'fix' | <b>197</b><br>entire system is)<br>dying | <b>198</b><br>personal awareness<br>of interconnections | <b>199</b><br>living systems instead<br>of going to war | <b>200</b><br>no global system for<br>everybody |
|--|--|---|---|---|

**PART THREE: BECOMING A FORCE OF NATURE**  
**12. REALIZING AND THE CRAFT OF INSTITUTION BUILDING**

awareness is needed and interconnections through *interactions* both external and internal ...

- |  |  |  |  |   |
|--|--|--|--|---|
| <b>201</b><br>business not goal but<br>'MEANS' for society | <b>202</b><br>global<br>with LOCAL LEADERS | <b>203</b><br>Global Initiative<br>shaped by prototype | <b>204</b><br>early stages - will go<br>through iterations | <b>205</b><br>U allows <u>effortless</u><br>'riding bicycle' - poem |
|--|--|--|--|---|

100,000 village cooperatives  
comprised mostly by  
villagers

**PART THREE: BECOMING A FORCE OF NATURE**  
**12. REALIZING AND THE CRAFT OF INSTITUTION BUILDING**

connecting to *DEEPER* (to embody or be embedded). Value statements are not adequate.

- |  |                                |   |  |   |
|--|--------------------------------|---|--|---|
| <b>206</b><br>new ways of thinking<br>and acting | <b>207</b><br>can evolve 'new' | <b>208</b><br>connect and open<br>'new inner knowing' | <b>209</b><br>beyond mediocre<br>ideas - - - not ROI | <b>210</b><br>VALUE statements<br>need to check abuse |
|--|--------------------------------|---|--|---|

**PART THREE: BECOMING A FORCE OF NATURE**  
**12. REALIZING AND THE CRAFT OF INSTITUTION BUILDING**

Good ideas become governing ideas when they are a **SOURCE OF POWER** for decision making.

<b>211</b> good ideas must be governing ideas	<b>212</b> DEE HOCK developed VISA	<b>213</b> VISA: self-governing democracy	<b>214</b> evoked from minds and hearts	<b>215</b> serve an emergent whole
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**PART THREE: BECOMING A FORCE OF NATURE**  
**12. REALIZING AND THE CRAFT OF INSTITUTION BUILDING**

Suspending assumptions and setting aside self-interest for the emerging whole. Exchange of values replaced

<b>216</b> dealt with chaos and criminals	<b>217</b> Dee was appointed and was immersed	<b>218</b> living system versus machine: rethought	<b>219</b> not credit card but exchange of value	<b>220</b> committed - he let understanding emerge
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**PART THREE: BECOMING A FORCE OF NATURE**  
**12. REALIZING AND THE CRAFT OF INSTITUTION BUILDING**

the mental machine by immersing himself in **BIOLOGICAL** concepts and methods as self-organizing.

<b>221</b> realized no one alone - from all together!	<b>222</b> beyond reason but nature effortless	<b>223</b> let organization evolve - - - as nature	<b>224</b> genetic code was 'ideas and principles'	<b>225</b> done; and yet, more work prototyping
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**PART THREE: BECOMING A FORCE OF NATURE**  
**12. REALIZING AND THE CRAFT OF INSTITUTION BUILDING**

The genetic code was the governing ideas, the purpose and principals of the organization. Big difference between

**226** U process and chaordic are similar      **227** DEE HOCK was a force of nature      **228** self-governance and democracy -- begins      **229** totalitarian instead of democratic ideals      **230** Wall Street OR Indian Farmers market

domination was basis of what was wrongly called democratic

**PART THREE: BECOMING A FORCE OF NATURE**  
**12. REALIZING AND THE CRAFT OF INSTITUTION BUILDING**

'free market' and Indian farmers cooperative...can totalitarian capitalism survive? We must give up

**231** last two hundred years prototyping      **232** 1. Berlin Wall 2. fall of US 3. global forces      **233** democracy a process of learning      **234** can capitalism survive?      **235** most emerging still think not

**PART THREE: BECOMING A FORCE OF NATURE**  
**12. REALIZING AND THE CRAFT OF INSTITUTION BUILDING**

control for living systems ... influence but not control. *Maybe democracy and nature are unknown!*

**236** DEE thought CONTROL is Newtonian      **237** machine models PREVENT NATURE      **238** NATURE inspiration for democracy      **239** WALT WHITMAN

not yet democracy  
 not yet nature  
  
 nature inspires democracy



# **Part 4 Meeting Our Future**

**PART FOUR: MEETING OUR FUTURE**

**13. LEADERSHIP: BECOMING A HUMAN BEING**

We are experiencing a **CRISIS OF LEADERSHIP** as we leave 'machine mentality' for greater inwardness

- 1 leadership crisis not new BUT now new ERA**
- 2 big organizations bring dangers**
- 3 leaders must commit to inner development**
- 4 today not philosophy but technology**
- 5 'new' is thought of as NEW MACHINES**

Plato and Chinese wrote about same time

gaining and losing power  
driving change  
influencing people  
maintaining control

**PART FOUR: MEETING OUR FUTURE**

**13. LEADERSHIP: BECOMING A HUMAN BEING**

We have lost the sense of **PERSON**. Ancient leaders in China were cultivated in inwardness,

- 6 'new' rather than substance**
- 7 wisdom replaced by expertise**
- 8 U was laid out long ago in China**
- 9 in China advisors of tradition to Emperors**
- 10 does this mean that he recognized U?**

reference to Hong Kong  
MASTER NAN HUAI CHIN

**PART FOUR: MEETING OUR FUTURE**

**13. LEADERSHIP: BECOMING A HUMAN BEING**

'stopping flow of thought' to be present, avoiding greed, fear, anger, anxiety ... to make right judgements.

- 11 MORE, a leader must be real human being**
- 12 intervention depends on the INNER PERSON**
- 13 CULTIVATED SELF is greatest tool**
- 14 forgotten because cultivation is difficult**
- 15 7 meditative spaces take time**

ancient idea

indigenous culture  
China  
India

AWARENESS  
STOPPING  
CALMNESS  
STILLNESS  
PEACE  
TRUE THINKING  
ATTAINMENT

**PART FOUR: MEETING OUR FUTURE**

**13. LEADERSHIP: BECOMING A HUMAN BEING**

Illustration was story of freeing a son who had been captured. Eldest son went to show importance.

**16**  
**AWARE and STOP**  
**FLOW OF THOUGHT**

**17**  
**WITHOUT: greed,**  
**fear, anger, anxiety**

**18**  
**eldest son went**  
**instead of youngest**

**19**  
**when he reneged on**  
**money promised -**

**20**  
**eldest son worked**  
**hard for money**

not subservient

to show importance  
to get the release  
of another son

all prisoners were  
released except  
**ELDEST** son -  
he was executed

**ATTACHED**  
to money

**PART FOUR: MEETING OUR FUTURE**

**13. LEADERSHIP: BECOMING A HUMAN BEING**

negotiated with money and then reneged. He was executed! Confucius taught inward cultivation.

**21**  
**attached to money**  
**so you do not STOP**

**22**  
**STOPPING - sees a**  
**waterfall as drops**

**23**  
**STOPPING - free from**  
**changing thoughts**

**24**  
**AWARE by stopping**  
**- able to see present**

**25**  
**down U**  
**stop flow suspension**

**PART FOUR: MEETING OUR FUTURE**

**13. LEADERSHIP: BECOMING A HUMAN BEING**

Find calmness through stillness and return with depth to get rid of the habitual.

**26**  
**CALMNESS**  
**you can truly think**

**27**  
**1st 'way in' stillness**  
**2nd 'return' with depth**

**28**  
**first three connect**  
**to present reality**

**29**  
**only way to connect**  
**DEEPLY**

**30**  
**penetrate to greater**  
**depth - rid of habitual**

awareness  
stopping  
calmness

**PART FOUR: MEETING OUR FUTURE**

**13. LEADERSHIP: BECOMING A HUMAN BEING**

Person does not exist ... the experience of nothingness ... allows for personal cultivation within

**31**  
virtually of the self  
alien self

**32**  
no such thing as a  
person

**33**  
nothingness enables  
existence: **EASTERN**

**34**  
**Buddhism: emptiness**  
**'flux' WESTERN science**

**35**  
personal cultivation  
is essential

VARELA  
and  
OHASHI

**99% is for your self  
and there is not one**

'IMPLICIT ORDER' is  
'GENERATIVE FIELD'  
BOHM  
  
KHRISHNAMURTI  
similar thought

**PART FOUR: MEETING OUR FUTURE**

**13. LEADERSHIP: BECOMING A HUMAN BEING**

another dimension that is not phenomenal, that is actually substantial and enduring. Cultivation

**36**  
The Great Learning  
and U are similar

**37**  
Yes, said Master Nan  
maybe later other ways

**38**  
leadership in future  
will be 'together'

**39**  
not extraordinary  
individual

**40**  
yes, **BUT** what about  
personal cultivation?

groups  
institutions  
communities  
networks

note:  
community of genius

**PART FOUR: MEETING OUR FUTURE**

**13. LEADERSHIP: BECOMING A HUMAN BEING**

among is more important. Hierarchical thought is inadequate for the world ... suited more for destruction than

**41**  
more important than  
ever **BUT AMONG**

**42**  
**HIERARCHICAL**  
inherently inadequate

**43**  
hierarchical is more  
to destroy than build

**44**  
shared leadership is  
several cultivating

**45**  
becoming a real human  
on large scale!

**PART FOUR: MEETING OUR FUTURE**

**14. SCIENCE PERFORMED WITH THE MIND OF WISDOM**

for creating. Technology has grown beyond values. A new science that understands **connectedness**

**46**  
power of technology  
is beyond wisdom

**47**  
what if new science  
integrates

**48**  
different view of  
reality - not Newtonian

**49**  
**CONNECTEDNESS**  
organizing principle

**50**  
still little consensus  
on integrative theory

**PART FOUR: MEETING OUR FUTURE**

**14. SCIENCE PERFORMED WITH THE MIND OF WISDOM**

is more suitable for integrating knowledge and wisdom.

**51**  
takes time

**52**  
synthesis will be  
the old and the new

**53**  
separation  
not separateness

**FRAGMENTATION**

We must break the boundaries between

**54**  
human development  
connected to earth

**55**  
fragmentation: false  
**DIVISION** (problems)

break boundaries

**PART FOUR: MEETING OUR FUTURE**

**14. SCIENCE PERFORMED WITH THE MIND OF WISDOM**

people so we can operate as a **SINGLE INTELLIGENCE.**

**56**  
rigid separation of  
academic fields: wrong

**57**  
not isolated things  
- - - fields of energy

**58**  
much of society is  
isolated things . . .

We cannot wait . . .

**59**  
atomistic thinking  
shapes organizations

**MEASUREMENT**

The idea that you can

**60**  
measuring essential  
**BUT NOT** sweeping

social sciences  
everyday affairs  
economics  
Freud  
work  
politics

**PART FOUR: MEETING OUR FUTURE**

**14. SCIENCE PERFORMED WITH THE MIND OF WISDOM**

**UNBROKEN WHOLENESS**

only manage that which you can measure is driven by objective goals.

Interconnectedness is **MORE**

**61**  
hard stuff: measure  
soft stuff: not measure

**62**  
often measure  
by fear

**63**  
cannot measure  
relationship

**64**  
drive by objective  
goals

**65**  
not learned 'connect'  
as way to measure

**PART FOUR: MEETING OUR FUTURE**

**14. SCIENCE PERFORMED WITH THE MIND OF WISDOM**

than by cause and effect, extending beyond 'external world', **linking** thought, emotion, and measurable phenomena.

**66**  
non-locality: shocking  
idea

**67**  
particle instantaneous  
spins even at distance

**68**  
level of interconnect  
not cause and effect

**69**  
networked computers  
anomalous on 9/11

**70**  
inner and outer are  
unbroken wholeness

contrary to Descartes  
who sought for science  
to avoid church by having  
concern for external only

**PART FOUR: MEETING OUR FUTURE**

**14. SCIENCE PERFORMED WITH THE MIND OF WISDOM**

**THE BLIND SPOT**

We have overcome the divide between subject and object.

**A REFLEXIVE SCIENCE OF LIVING SYSTEMS**

Anything interactive depends upon fields

**71**  
many scientists felt  
joy of connectedness

**72**  
naive realism  
experience is external

**73**  
interdependence is  
infinite

**74**  
complexity unfolds  
new patterns

**75**  
perpetual novelty and  
emergent patterns

autopoiesis

**PART FOUR: MEETING OUR FUTURE**

**14. SCIENCE PERFORMED WITH THE MIND OF WISDOM**

that organize with every system contributing to the whole, resulting in **PERPETUAL NOVELTY**,

**76**  
living systems evolve  
from 'morphic fields'

**77**  
each contributes to  
a larger whole

**78**  
universe an emergent  
system - contributing

**79**  
implicate order  
experience

**80**  
shape wind made  
and mountains same

meaning comes from  
the whole ~ Bohm

**PART FOUR: MEETING OUR FUTURE**

**14. SCIENCE PERFORMED WITH THE MIND OF WISDOM**

**SCIENCE PERFORMED WITH MIND OF WISDOM**

In order to have a science that enhances life we must become more alive, **OPENING UP!**

**81**  
profound change in way  
we see living world

**82**  
biologist 'cut up' ≠  
science enhance life

**83**  
developmental - - -  
more alive in knowing

**84**  
commodify nature ≠  
harmony with nature

**85**  
widen and embrace  
'compassion circle'

**PART FOUR: MEETING OUR FUTURE**

**14. SCIENCE PERFORMED WITH THE MIND OF WISDOM**

**OUR FANTASTIC BARGAIN: SHIFTING THE BURDEN TO MODERN SCIENCE AND TECHNOLOGY**

Relying on technology can result in shifting the burden to **powerlessness**, masking fundamental solutions.

**86**  
science/technology  
drive modern world

**87**  
develop power - NOT  
human development

**88**  
fear we cannot live  
without technology

**89**  
rely on technology =  
disconnect - power loss

**90**  
shift burden from real  
problem to 'symptom'

**PART FOUR: MEETING OUR FUTURE**

**14. SCIENCE PERFORMED WITH THE MIND OF WISDOM**

Dealing only with symptoms can become insidious . . . eventually leading to **BREAKDOWN.**

**91**  
symptomatic  
fundamental

**92**  
shifting burden is  
insidious

**93**  
'efficacy' technology  
≠ enhanced wisdom

**94**  
loss of own power  
technology is 'all'

**95**  
need for development  
is forgotten

--

prescription drugs alcohol cigarettes cost cutting lotteries pesticides . . .
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**PART FOUR: MEETING OUR FUTURE**

**14. SCIENCE PERFORMED WITH THE MIND OF WISDOM**

We live in a world where cause and effect are not close in time and space - involving all of us.

**A NEW PATH**

What is emerging is  
**100**  
mind and world are  
not separate

**96**  
harder - becoming  
more complex

**97**  
cause and effect  
are no longer close

**98**  
both technology and  
wisdom = integral

**99**  
involves all of us

--

EFFECT at a distance
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--

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**PART FOUR: MEETING OUR FUTURE**

**14. SCIENCE PERFORMED WITH THE MIND OF WISDOM**

**FREE FLOW** of information that cultivates capacity for creating values.

Many Westerners began

**101**  
more business than  
human community

**102**  
not objective:  
see 'as we are'

**103**  
free flow information  
is how 'value' created

**104**  
central cultural thought  
needed to unify

**105**  
many Westerners  
sought liberation

illustration: Hewlett-Packard
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economy technology ecology society matter mind . . . and spirituality
--

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**PART FOUR: MEETING OUR FUTURE**

**14. SCIENCE PERFORMED WITH THE MIND OF WISDOM**

**15. PRESENCE**

probing depth to unify culture, trusting that science could connect all of us. A new **integrated** capacity

**106**  
respect questions:  
what is life for? . . .

**107**  
Master Nan suggests  
3 integrated capacity

**108**  
scientists put on  
pedestal

**109**  
science to connect  
all of us

**110**  
a year later  
01/02

1 observer not separate  
from observed  
2 stillness  
3 create alternatives

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

of the observer, **for stillness for emerging**, for creating alternative realities that do not fragment head, heart, and hand.

**111**  
What to shift the whole?  
**DEEP CHANGE!**

**112**  
clashing forces:  
better and worse

**113**  
**SIMPLE** is not what  
we need!

**114**  
fundamentalism  
is a way to avoid

**115**  
world sees 'events'  
differently

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

What will it take to **shift the whole** in a time of clashing crosscurrents. Are we ready or getting worse?

**116**  
speed does allow  
deeper learning

**117**  
people on periphery  
are more 'open'

**118**  
changing are  
subtle and fragile

**119**  
changes 'disorient'  
and hard to share

**120**  
familiar and comfort  
often take precedence

**movie:**  
released from prison:  
could not adjust ...  
committed suicide

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

Dominant story is a PRISON, and there is nothing harder than to change yourself, caught between

- 121** 'dominant story' is prison - - - terror freed!
- 122** many are getting out - - - some never in
- 123** . . . like Plato's cave
- 124** 'within us' - - - desire to go back is intense
- 125** 'out or in' - - - caught between two worlds

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

two worlds. We need a new language. The theory of **U** may offer a way to escape the dominant

- 126** interviews helped them see - - - not alone
- 127** they fear being seen as a 'weird minority'
- 128** between stories- old is breaking down
- 129** other stories: hero and economic myth
- 130** new story is not clear - - - we are trapped

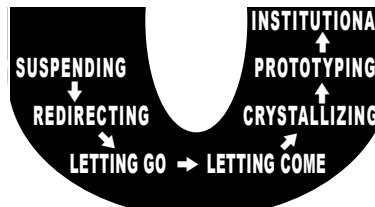
reductionistic science and redemptive religion

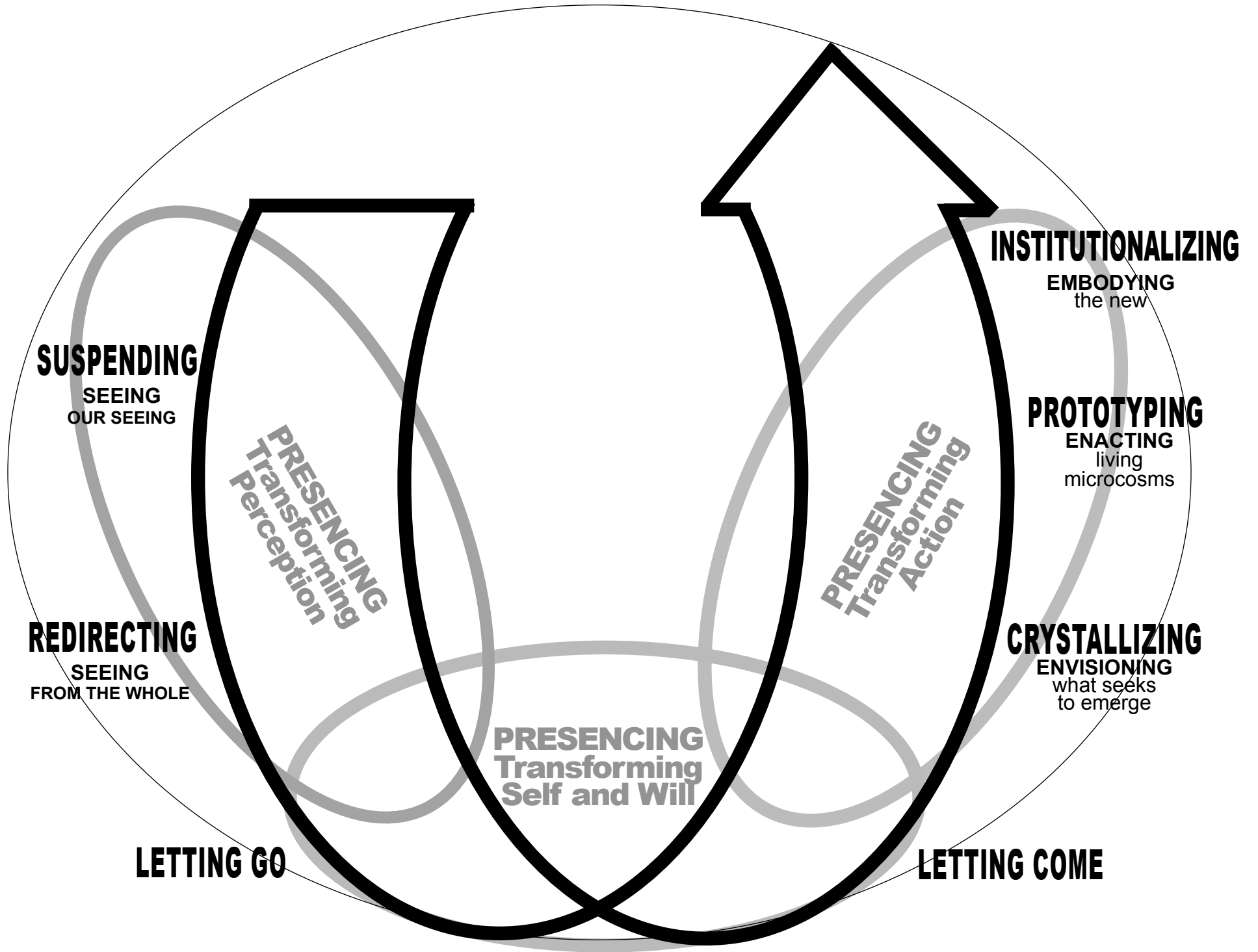
**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

**ECONOMIC MYTH.** We can see our seeing and realize the transforming action

- 131** new way to talk and think coherently
- 132** **U** may be a new way - - - how shift occurs
- 133** where are we now?
- 134** both 'up' and 'down' the **U** are more clear
- 135** many insights have been given to us





**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

Bringing forth reliably is the 'burning question' after experiencing synchronicity.

- |   |  |  |   |   |
|---|--|--|---|---|
| <b>136</b><br>how to bring this<br>forth reliably | <b>137</b><br>seen differently<br>'up', 'down' or both | <b>138</b><br>the 'bottom' is most<br>difficult 'PRESENCING' | <b>139</b><br>yes, that may be<br>the whole story | <b>140</b><br>may not explain<br>mystery - 'irreverent' |
|---|--|--|---|---|

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

**PRESENCING** at the bottom of the **U** is mysterious, and requires humility ... even many lifetimes.

- |                               |                      |   |  |                   |
|-------------------------------|----------------------|---|--|-------------------|
| <b>141</b><br>why irreverent? | <b>142</b><br>humble | <b>143</b><br>maybe as it should be<br>--- to see differences | <b>144</b><br><b>INTENTIONALITY?</b><br>future seeks to emerge | <b>145</b><br>yes |
|-------------------------------|----------------------|---|--|-------------------|

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

What is seeking to emerge is the **highest Self** - the alien part - that is in need of us as it desires.

- |   |   |   |  |  |
|---|---|---|--|--|
| <b>146</b><br>'pre-sensing' ... bring<br>forth my potential | <b>147</b><br>'seeking to emerge'<br>is intentionality? | <b>148</b><br>yes, but not exterior<br>... our highest Self | <b>149</b><br>highest future relates<br>to highest purpose | <b>150</b><br>intention develops<br>several lifetimes? |
|---|---|---|--|--|

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

Open to a larger purpose for ourselves as instrument of life itself ... for something greater to emerge.

**151**  
reincarnation is what  
half the world believes

**152**  
do not reject it  
automatically

**153**  
connected to evolving  
... waiting for you

**154**  
what life wants you  
to accomplish

**155**  
intentionality  
"as it desires"

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

**DESTINY IS OUR WORK**, not laid out by someone else, "*it stands in need of you to be born,*" said Buber.

**156**  
using ourselves  
as an instrument

**157**  
**GREENLEAF** finds  
destiny

**158**  
solid and grounded  
when you find destiny

**159**  
maybe not laid out  
by someone else

**160**  
commitment primary  
-- not a slave

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

Freedom and destiny are linked in meaning, requiring '*freedom from*' and '*freedom to*' --- realize '*lifted into life*'.

**161**  
"Here I am, send me"

**162**  
freedom and destiny  
are linked in meaning

**163**  
two types of freedom  
1. 'from' and 2. 'for'

**164**  
free to contribute  
to my destiny

**165**  
surrender creates  
field for PRESENCING

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

Call to service asks us to give our selves to something larger than ourselves. Instead of God, we could be

**166**  
call to give ourselves  
to something larger

**167**  
NAN: then you can  
ATTAIN the goals

**168**  
language might not  
be for other cultures

**169**  
Buddhists might say  
'call to life'

**170**  
our approach more  
Buddhist

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

**LIFTED INTO LIFE.** Experience instead of concept of what is intended for us, requires manifest and absolute

**171**  
process of being  
lifted into life

**172**  
must escape prison  
to be open to destiny

**173**  
Buddhist 'suchness'  
absolute AND manifest

**174**  
PRESENCING is  
being aware of 'both'

**175**  
U offers language  
for 'cultivating'

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

**NOT JUST** the manifest - cultivate living in both for capacity as instrument (1) quiet mind, (2) study, and (3) serve.

**176**  
Confucian leadership  
development

**177**  
West: transcendent  
East: immanent

**178**  
right

**179**  
meditation / cultivation  
for instrument capacity

**180**  
three: meditate,  
study, vows to serve

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

Community for cultivation is needed - much of Christianity lost cultivation - to awaken language.

**181**  
**CHRISTIANITY** lost  
cultivation (not mystic)

**182**  
Buddhist: first you  
**PRACTISE** and **SERVICE**

**183**  
then **THEORY** or you go  
back to materialism

**184**  
current language is  
needed

**185**  
sharing individuals  
and groups needed

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

Many are finding these experiences outside of religion - powerful experiences where we live our lives.

**186**  
many experiences  
outside of religion

**187**  
daily experiences  
not concepts

**188**  
extraordinary power  
when surrender

**189**  
no institution can  
claim to only source

**190**  
takes place in midst  
of life

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

**SHIFTING WHOLE IS A CHANGE OF CONSCIOUSNESS** not a worldwide (**COUNTERFEIT**) agenda.

**191**  
need language:  
not religion or jargon

**192**  
shifting the **WHOLE**:  
most are not global

**193**  
yes, that language  
does not connect

**194**  
but whole manifests  
locally, ... individually

**195**  
opposite of integrated  
agenda

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

Changing the world only as we experience more of the whole in the present - the absolute in the manifest.

- |  |   |   |  |                                   |
|--|---|---|--|-----------------------------------|
| <b>196</b><br>WHOLE in each - NOT<br>the counterfeit whole | <b>197</b><br>surrendering to what<br>is asked here and now | <b>198</b><br>deepest systems are<br>in everyday fabric | <b>199</b><br>change the world by<br>seeing ABSOLUTE | <b>200</b><br>only as INSTRUMENTS |
|--|---|---|--|-----------------------------------|

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

**SHADOWSIDE** can occur when we do not serve life - our feelings are 'frozen'. Serving is to life **AND NOT**

- |                                    |  |  |  |   |
|------------------------------------|--|--|--|---|
| <b>201</b><br>'shadowside' of this | <b>202</b><br>interview with Hitler's<br>secretary | <b>203</b><br>her feelings were<br>deep frozen | <b>204</b><br>during interview she<br>was able to 'feel' | <b>205</b><br>she died day after<br>interview aired |
|------------------------------------|--|--|--|---|

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

to someone else, the future as an instrument of death.

- |   |  |   |  |   |
|---|--|---|--|---|
| <b>206</b><br>evil freezes deeper<br>capacities | <b>207</b><br>being an instrument<br>of someone else | <b>208</b><br>serving death rather<br>than life | <b>209</b><br>instrument for other<br>than life ... no feeling | <b>210</b><br>Nazis thought they<br>were serving future |
|---|--|---|--|---|



**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

Our culture demands serving success (climbing the ladder) losing a sense of self - even not liking who you are.

- 211** "JUST KEEP GOING" is what we say
- 212** CEO who did his duty ...did not like himself
- 213** shadow side loses autonomy, will, choice
- 214** yes, our humanity!
- 215** sounds like the world ...bad consequences!

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

We can become prisoners and ruin other peoples' options. **CHOOSE** is the key and is linked to awareness.

- 216** in a 'machine' similar to Hitler's secretary
- 217** prisoner scenario?
- 218** yes, dull our senses in a 'cave'
- 219** ruins other people's options
- 220** being an instrument is 'tricky'

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

Call to service is not an overnight development. Mayan vision is a prophesy on events that will lead

- 221** call to service and cultivation needed
- 222** not overnight change continual development
- 223** chose is the key and linked to awareness
- 224** Mayan vision of unity is analysis of cycles
- 225** August day of birth of child...generative

August 17, 2001 was day authors committed to writing book.

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

to harmony with nature through transformation of spirit and mind.

**226**  
13 years return  
to harmony with nature

**227**  
transformation of  
spirit and mind

**228**  
prophecies have  
symbolic power

**229**  
how to summarize

**SUMMARY**  
**230**  
A profound opening  
of the heart...action

**Joseph Jaworski**

**PART FOUR: MEETING OUR FUTURE**

**15. PRESENCE**

Each gave a one sentence summary.

**231**  
snuck in two sentences

**232**  
waking up together  
to Self for the world

**233**  
FIRE burns and enters  
the world through us

**234**  
We have no idea of  
our capacity . . .

**Otto Scharmer**

**Betty Sue Flowers**

**Peter Senge**

## **Epilogue**

**“With Man Gone, Will There Be Hope  
For The Gorilla?”**

**EPILOGUE: WITH MAN GONE, WILL THERE BE HOPE FOR GORILLA?**

Purpose may be basis, particularly if more and more people are developing a collective purpose

**1**  
Last meeting  
April/2002

**2**  
what happens at  
bottom of U?

**3**  
collective purpose  
developing

**4**  
many level -  
what do you mean?

**5**  
all levels -  
group to all humans

LARGER PURPOSE

**EPILOGUE: WITH MAN GONE, WILL THERE BE HOPE FOR GORILLA?**

that will accelerate the **U** process? Purpose of humans as a whole seems impossible now.

**6**  
possible BUT in our  
present impossible

**7**  
ISHMAEL by Quinn  
'separated from Nature

**8**  
Gorilla placed ad  
for saving the world

**9**  
down U -  
see assumptions

**10**  
not contrived - way to  
see our assumptions

**EPILOGUE: WITH MAN GONE, WILL THERE BE HOPE FOR GORILLA?**

Story of ISHMAEL shows greater separation from nature. What did sign mean?

**11**  
seeing - conversation  
with whales - sea lion

**12**  
what's behind  
GORILLA?

**13**  
a sign on wall

**14**  
sign on wall says ...

**15**  
what do you make  
of it?

WITH MAN GONE,  
WILL THERE BE  
HOPE FOR GORILLA?

**EPILOGUE: WITH MAN GONE, WILL THERE BE HOPE FOR GORILLA?**

Sign suggests gorilla might be better off without humanity **BUT OPPOSITE** is probably true.

**16**  
kind of a koan  
puzzle

**17**  
better off without  
humans **BUT** opposite

**18**  
poses question of  
journey down U

**19**  
whole point is  
opposite

**20**  
purpose beyond  
ourselves?

**EPILOGUE: WITH MAN GONE, WILL THERE BE HOPE FOR GORILLA?**

Does humanity have a larger purpose? - beyond taking care of nature? Anasazi dancers thought

**21**  
no larger purpose if  
separate from nature

**22**  
we think only for  
ourselves

**23**  
not good or bad **BUT**  
**GREATER!**

**24**  
**MAYBE** end of taking  
- even globally

**25**  
rediscover why we  
are here - to give?

**EPILOGUE: WITH MAN GONE, WILL THERE BE HOPE FOR GORILLA?**

they kept balance in the universe, Do we have a greater purpose? What is our place? **GRIEF** was felt by

**26**  
**PURPOSE** anasazi  
**DANCE** for universe

**27**  
**FIND**  
universal place

**28**  
grief that unknown  
family suffering

**29**  
grief showed answer  
to **ISHMAEL** question

**30**  
responsibility for  
**NEW** possibilities

**EPILOGUE: WITH MAN GONE, WILL THERE BE HOPE FOR GORILLA?**

Joseph when he saw nature **SUFFERING**. Expanded awareness at the bottom of the **U** naturally encounters

**31**  
more aware of how  
deeply interconnected

**32**  
only if we open hearts  
--- see our place

**33**  
sea lion may suffer loss  
of connection to us

**34**  
like a split apart  
family

**35**  
come into presence  
of why we are here

**EPILOGUE: WITH MAN GONE, WILL THERE BE HOPE FOR GORILLA?**

a larger purpose. Bohm had said that our world has "**SEPARATION WITHOUT SEPARATENESS**"

**36**  
Bohm: "separation  
without separateness"

**37**  
assumption of  
separateness is deep

**38**  
9/11 had both effects  
'wake up' and fear

**39**  
only love connects to  
expand consciousness

**40**  
see extent of fields in  
which we participate

**EPILOGUE: WITH MAN GONE, WILL THERE BE HOPE FOR GORILLA?**

We may have responsibility for what comes next. We may be part of the **GENERATIVE FIELD**.

**41**  
and maybe evolution  
does not end with us

**42**  
**QUINN:** how jellyfish  
came to be?

**43**  
maybe other species  
are nearsighted

**44**  
not end with us ---  
help what comes next

**45**  
up stakes for getting  
our act together

turned pink with pride

**EPILOGUE: WITH MAN GONE, WILL THERE BE HOPE FOR GORILLA?**

We are a part of the GENERATIVE FIELD illustrated by Masaru Emoto of Japan about water.

**46**  
part of living field  
that is generative

funds research  
gave book about  
Masaru Emoto of Japan

**47**  
beautiful WATER  
pictures

magnetic resonance of  
water crystals

**48**  
fascinated by water  
- we are water planet

70% water:  
our body and planet

**49**  
from experiments ...  
we do not know water

**50**  
I'll show you

**EPILOGUE: WITH MAN GONE, WILL THERE BE HOPE FOR GORILLA?**

Experiment with water shows that humans can influence water crystals.

**51**  
water crystal around  
the world ... beautiful

**52**  
POLLUTED WATER  
is not beautiful

**53**  
distilled water form  
underdeveloped

**54**  
MUSIC influenced  
form of crystals

**55**  
distilled water can  
be influenced

**EPILOGUE: WITH MAN GONE, WILL THERE BE HOPE FOR GORILLA?**

**UNIVERSE IS ALIVE AND INTERDEPENDENT.**

**56**  
which MUSIC  
makes a difference

**57**  
WORDS  
even influence

**58**  
universe is alive ...  
INTERDEPENDENT

**59**  
THOUGHT creates  
reality ... micro / macro

**60**  
PRAYER influences  
form of crystals

**EPILOGUE: WITH MAN GONE, WILL THERE BE HOPE FOR GORILLA?**

The results are powerful, worthy of further study

**61**  
**POWERFUL AND**  
**SUGGESTIVE**

**62**  
**interdependence of**  
**thought and reality**

**63**  
**shear beauty is moving**

**64**  
**power of thought and**  
**feelings interconnect**

**65**  
**our impact : wisdom**  
**commensurate power**

**EPILOGUE: WITH MAN GONE, WILL THERE BE HOPE FOR GORILLA?**

When results were shown at an Egyptian conference, a Saudi told of his

**66**  
**work of all of us ... all**  
**played in separation**

**67**  
**SOL Egypt conference**  
**with crystals shown**

**68**  
**Saudi**  
**old world and new**

**69**  
**grandfather taught**  
**using water to heal**

**70**  
**powerful destiny**  
**shared**

**EPILOGUE: WITH MAN GONE, WILL THERE BE HOPE FOR GORILLA?**

grandfather using water to heal. Perhaps, we will become indigenous with all of NATURE.

**71**  
**become indigenous**  
**again ... as might be**

**72**  
**find our place**  
**will find our purpose**