

# MEMORANDUM FOR THE DIRECTOR OF NATIONAL INTELLIGENCE

8 October 2007

## Executive Summary of Collective Intelligence Seminar in the South of France

Sir,

With the utmost respect, this one-page report offers you the essence of a week-long seminar on Collective Intelligence that took place in the South of France under the leadership of Professor Jean-Francois Noubel, one of the “pathfinders” for Collective Intelligence. I have distilled my thirteen pages of notes into the following point relevant to your mission.

- 1. Pyramidal structures cannot be reformed.** Regardless of the good intentions of the leaders, middle management, and the entry-level employees, the embedded structure, relationships, cultural context, and sense of time all pre-determine outcomes, which are generally the opposite of what you might seek to achieve.
- 2. Change the architecture, and how money is distributed, and you can “flip” a system.** It is not possible to achieve “top down” reform. If you do not launch “lifeboats” of iconoclasts from both within and without (e.g. people like me who have wandered in the wilderness for 20 years), you will fail to make a difference in our national security posture and not reform intelligence. “Command and control” is incapable of scale or rapid precision response. Only by building a holistic network in which *every* individual is conscious of the “center” and the mission, and empowered to propose immediate adjustments to the collective, can you evolve intelligently.
- 3. Human intelligence in all its forms, not technology, is where you need to make advances.** At this point in the devolution of the U.S. Intelligence Community, tools, technology, and contractors are negative influences, and will continue to be until you drastically alter the structure of the community and the manner in which money is spent—instead of mega-contracts to US beltway bandits, you need to empower multinational collectives with budget authority at the individual analysts and branch chief level.
- 4. The litmus test for identifying your leaders can be found in looking at Loyalty vs. Integrity.** Please consider the chart below. On the left are the attributes that can be associated with the persistent “failure of generalship” across the U.S. national security community. On the right, your guide to finding the pioneers.

LOYALTY	INTEGRITY
Fitness Report as Foundation	Constitution & Oath as Foundation
To the chain of command	To the People, the Mission, the Intent
Work as labor for money	Work as a calling for outcome
Scientific values without humanity	Human values leveraging science
Accept Authority	Question Authority
Be Blind to Collateral Damage	Collateral Damage as Context
Individuals inter-changeable, cogs	Each individual unique
Impose unilateral values	Respect indigenous values
Vital/Emotions dominate motivation	Higher Emotional/Mental/Consciousness
Self-centered forces demand loyalty	Transcendent forces support integrity
Limited in time and place	Sustainable and scalable
If each got \$10M, would walk	If each got \$10M, would stay
False, bad, and ugly	True, good, and beautiful
Unconscious (e.g. to money and language)	Conscious (to everything in and out)
Separation, silos, closed	Reconciliation, integration, open
Reliance on tools and rules	Reliance on thinking and intuition
Human speed coordination of machines	Machine speed coordination of humans

- 5. Absolute integrity, and absolute transparency (to you) combined with the end of job descriptions (which separate being from doing) and the resurrection of individuals empowered by your clarity of intention, are what will achieve the results you seek.** BioSphere2 was built by 30 people. The proposed Multinational Decision Support Center (MDSC) in Tampa is precisely suited to be your testing ground for **leap-ahead innovation**. *Sr*

Collective Intelligence Seminar

Pre-day comments on briefing and objectives

Existing briefing is too much, too many acronyms  
Spending too much time on the means, the technical details  
Technical is boring.

Instead, illustrate a world so attractive [art object], create a new reality that everyone is wanting to go toward on their own.

Need a new brief, one that paints a picture of the world, “from this to this”  
Do one slide for each threat, each policy, each challenger

Introduction and context vital, means less so.

Delivering a message is the opposite of OFFERING fruits.

Be the tree that offers fruit—don’t throw it at them.

Web site: WELCOME and then a cubby for each of the eight tribes.

Different levels of reality: spiritual, mental, ideological, physical—if you are not trained in stress, the physical will override the mental and the spiritual

Irregularities in mapping prevent good ideas from taking root.

Mapping is not a vision—it guides how the vision can be applied or implemented.

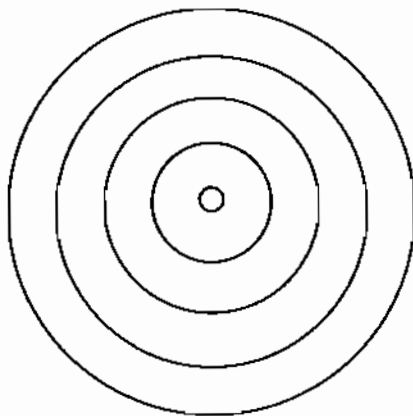
Collective intelligence is the doing; collective wisdom goes beyond the doing.

Possible means of implementing: bottom up, start with one county, then one state, then one country.

Readings: Sri Aurobindo/ The Mother; Ken Wilbur/ A Brief Story of Everything  
Chogyam Trungpa/How to Awaken an Enlightened Society  
Biomimicry  
DVD The Lives of Others (French)

Day One

Raw Map



NOTE: Each of these layers has a masculine and a feminine side (e.g. emotions)

Each level of consciousness is a different reality.

Noteworthy: language is limited to the vital emotional, mental. Less so for higher consciousness and soul, at least in Western language.

Essential point: there is a direct connection between the level of consciousness and the capacity to do; there is more freedom at each higher level.

Essential point: Relationships among individuals operate at multiple levels.

Mental to mental will rarely succeed on its own. MUST address emotional and vital.

Soul: Intersection between yourself as you are, and the transcendent divine.

Individual torn apart all the time when their different levels of consciousness are in contradiction with one another. Separation is experienced at a personal level, and even more so when many people come together who may be in agreement at the mental level but have internal contradictions.

The closer you are to the center, the more ability you have to deliver results.

Mental sees world as causes and effects. Higher consciousness sees synchronicities above causes and effects.

Collective Intelligence is the capacity for a group of individuals to project its own future and reach it in complex context.


Positive sum economy means that personal and connective profit is higher.

#### Structure of Human Being

	Vital
	Emotional/love vital to all
	Mental
	Higher Consciousness (Self)
	Soul

Above is a scale, not a value judgment. Need to understand difference between the plane on which you are communicating, and the plane that is doing the driving.

## Collective Intelligence Timeline



	<b>Original</b>	<b>Pyramidal</b>	<b>Global</b>
Technology	Body	Writing	SocialWare, Internet/Cell Phones, Social Software
Limitations	Number, Distance	Complexity' Systemic Inner/Outer Reality	Not yet known
Possibilities			Cultural Creatives New Political Compass/Reuniting America LINUX—complex things without pyramidal Global communities self-governing, creating Open model grows & diversifies rapidly

Original requires that everyone be in direct perception with one another. Humans are designed to operate in the conditions that provide context. Hence, does not scale in terms of number, and distance.

Most of our anger at organizations is aimed at the leaders of the organization, but not recognizing that the obstacles and delays are intrinsic to the organizational form.

As one shifts from one social culture to another, there is an adjustment. The key is “how many people are interacting with one another?”

Hidden Architectures: have as much or more influence than the physical & the visible.

These architectures are guides to the creation of reality.

**Physical Architecture** invented in order to have different visible architectures. Not just about the building but also the internal arrangements (e.g. theater style versus round table). Another way to change is to not be a traditional speaker, but instead ask questions that elicit other outcomes. We keep reproducing the same visible physical architecture because of cultural habits, despite changes in context.

Language encourages labeling, attributes, negatives. Has both yang and yin, both destructive and creative aspects.

Culture

Social Networks

Time can be emotional, mental, defined by calendar or religion.

Social Behavior

Energy

Water

Critical point: change the architecture, and you will change if not completely eliminate the disagreements and disconnects among those in the architecture.

Money. Pareto Effect: 20% hold the is wealth, the other 80% is help by everyone else.

When this is scarce, it makes people fight for the money, which is scarce. Once you really understand money, it is almost a spiritual awakening. Existing architectures are all associated

with money, for example, how buildings, cars, neighborhoods (or not) all have something to do with the nature of closed or scarce money.

Money as it exists builds in secrecy, scarcity. Today we are dealing with the limits of the existing pyramidal structure.

Comment: money is a taboo which is an active process for protecting its role.

Language and money are two of the things that keep the old pyramidal structure intact.

Pioncers have two roles: one is to identify and monitor the hidden architectures. The second role is to be an architect that transforms yourself and then offer empowering architectures instead of the existing architectures.

Comment: Collapse of Complex Societies, while brilliant, did not recognize the role of language and money in keeping the ineffective structure alive.

Social Behavior is one way to transform relationships and architectures. Goal is to invite us into higher consciousness by adopting six “agreements” or protocols.

1. **One long breath before speaking or answering.** Rationale: people tend to “grah” time and not recognize that others need to share time as a scarce good. Reactions come from the comfort zone, what you already know. Breathing and pausing allow for both ingestion and reflection. Speed of response not only fails to acknowledge the other, hut gives up al possibilities of connecting to higher consciousness or emotions. Pausing offers both the individual pausing, and the others, “infinite wealth” in sense of time. This one act helps you avoid being a polarizing figure, and makes you a “fruit tree” where people use you as a resource rather than an antagonist.
2. **Offer to the Center.** Avoid dominating with a one to one conversation. One to many, offer to the center that all can address, and that creates the center.
3. **Get directions from the Center.** Try to hear what the group is voicing, what is emerging.
4. **Have the floor offered.** Time is the meal. Wait to be offered a share. Creates good intention and totally shifts the relation people have with one another.
5. **Speak from direct experience.** Be authentic, rather than speculative. A means of taking within in, sharing your own story. “Good judgment comes from experience, and experience comes from bad judgment.” Do not be afraid to share mistakes. Avoid generalizations as they are disconnected from your direct personal experience. Sharing direct experience is bold and vulnerable, invites others into a relationship.
6. **Anyone can invite silence.** General uses: when two people are going hack and forth and not speaking to the center; or when the group dialog evokes decp raw emotions and one needs time to catch up.

Above has been used by Quakers from their inception. Now being used by executive brainstorming sessions and is changing the entire nature of the discussion. Now available for use by Wisdom Councils. Nothing in the above diminishes an individual’s nature—it simply means learning a new set of more empowering protocols that enhance the group’s collective intelligence without reducing any one individual’s intelligence.

Day Two

**BIG IDEA:** Examine the distinction between loyalty and integrity. On the web site, offer individuals a means of measuring the degree to which they may not be living up to their full potential (integrity) and the degree to which they are following prey to the limitations and constraints of pyramidal intelligence (loyalty).

People are feeling those limitations; there is a gap between who they are and who they are being forced to be. Offering them a means of self-validation, nurturing their call to integrity, is helpful.

Once achieved, how do we keep our integrity and consciousness in face of hostile circumstances? Pioneers can create an organic process that expands.

<b>LOYALTY</b>	<b>INTEGRITY</b>
Fitness Report as Foundation	Constitution & Oath as Foundation
To the chain of command	To the People, the Mission, the Intent
Work as labor for money	Work as a calling for outcome
Scientific values without humanity	Human values leveraging science
Accept Authority	Question Authority
Be Blind to Collateral Damage	Collateral Damage as Context
Individuals inter-changeable, cogs	Each individual unique
Impose unilateral values	Respect indigenous values
Vital/Emotions dominate motivation	Higher Emotional/Mental/Consciousness
Self-centered forces demand loyalty	Transcendent forces support integrity
Limited in time and place	Sustainable and scalable
If each got \$10M, would walk	If each got \$10M, would stay
False, bad, and ugly	True, good, and beautiful
Unconscious (e.g. to money and language)	Conscious (to everything in and out)
Separation, silos, closed	Reconciliation, integration, open
Reliance on tools and rules	Reliance on thinking and intuition
Human speed coordination of machines	Machine speed coordination of humans

**FEEDBACK:** You're loading gun with several barrels, firing gold bullets, and then yelling to me, "catch the bullets and you are rich." Need to slow down and deliver more gently and one at a time with long strategic pauses.

Wisdom is knowing the right direction. Ethics is a screen shot of that moment. Ethics is mentalized wisdom one snapshot at a time. However, wisdom is not to be found in an oath, constitution, or declaration of human rights.

Original collective intelligence (Cf 1491) had such a deep wealth of knowledge about both the body, and the Earth, and both are fully integrated.

Collective intelligence includes remote viewing, remote healing, group energy therapy. Bottom line: the mental is low band-width—when one fully utilizes the entire available spectrum; this is what it means to move to higher consciousness as an individual and as a collective.

**DUTCH INTERVENTION:** We must develop the collective ability to communicate over long distances without electronic devices, against the day when they are completely neutralized.

**FRENCH INTERVENTION:** I have experienced reiki, people in touch with the universe, and able to channel energy and love to those that need it.

**DUTCH Comment:** Sai dharti is the original, 30,000, one community in Himalayas, and one in the Netherlands. Very secretive because when it becomes visible the establishment always seeks to destroy it.

**Instructor:** Initiative, ritual, and secrecy are established methods of protecting these skills.

**FRENCH INTERVENTION:** West keeps saying they are saving the lesser developed countries but they want to impose Western values, language, business models. West has not tried to understand the original collective intelligence of the indigenous peoples.

**FRENCH INTERVENTION:** West have been focused on tools and technology and have moved out of their body, while the aborigines have continued to focus on the body and the mind, and now seems to be a time of reconciliation.

**US INTERVENTION:** West has lied to its own publics and foreign publics. Colonial era was about resource exploitation, not helping anyone. Even today, the West imposes poverty on most by bribing elites and looting commonwealths. The path to reconciliation must be to make the same truths available to all publics.

**INSTRUCTOR:** Point of all this is to step away from all the limitation of pyramidal intelligence, which has over-emphasized the mental as the means to understand and contribute to the world's developments. Might be going through a teen-age transition phase. In general, the mature adults are physically broken or at best ignorant. If we claim to be pioneers, we must be fit and pursue martial arts as a means on connecting with higher consciousness and indigenous spiritual traditions. **FIRST** we must get in touch with the original collective intelligence, and **THEN** we must see the bridges to the pyramidal world that we can build.

**DUTCH INTERVENTION:** I work with business people using Sangoma, and try to guide them back to the intention of business value instead of focusing on efficiency and cost-cutting and other "mechanical" measures. In healing, there is no discussion of any one "right way" there is just a discussion of problem, solution, and thanks.

**DISCUSSION:** Most pyramidal businesses cannot compute a gift economy or any transaction without a pre-set value. One way to get around this is to charge them small flat fees up front, and then as they get more mature, they learn how to accept responsibility for determining the value of non-traditional transactions and interventions. A major moment comes from their seeing a completely new spectrum of wealth creation and sharing, for instance, in relation to creating value for the community in which the business is based. **INSIGHT:** Most wealth is not monetized. Note is distinct from the tangible and intangible value dialog in US. Focused on **EXTERNAL** wealth created by the organization, i.e. wealth that benefits others, not the spawning organization.

Three steps:

1. Reconnect to broadest possible definition of wealth
2. Recognize wealth internal to or intrinsic to the organization or relationship
3. Then look at what is outside—cannot trade health, for example, but can trade time, barter, share load, etc.

Is it tradable, measurable, or just acknowledgeable? The tradable is what comes with a monetary system. Goal of Open Money is to create alternative forms of “money” that can indeed cover all forms of wealth. Existing monetary system only measures that which is scarce—and if not scarce, to make money, it has to be made scarce in order to acquire tradable value.

Emerging acceptance of alternative or more complex valuation systems—happiness, external value, reduced negativity, ability of organization to learn, to sustain. Some important experiments are going on in order to identify, on a dashboard, all of the external valuation parameters. Once identified and explained, this catches the attention of the managers.

### Day Two Afternoon

True, good, and beautiful—might be true but is it good and beautiful?

Company: make every aspect of the R&D and the production and marketing, and distribution, all true, good, and beautiful. No cheating at any stage, on the ingredients, the selling. This whole chain could create something very large, a huge asset that is recognized at every level, by every observer, as true, good, and beautiful.

US INTERVENTION: Threat (or good) changes depending on the level of analysis. At the neighborhood level, what is affordable and desirable is not the same as what might be at the national level.

Conscious Individual, Archaic Organization	Conscious Individual, Conscious Organization
Archaic Individual, Archaic Organization	Archaic Individual, Conscious Network

**Conscious:** Full bandwidth, full integrity, does not fall prey to loyalty uber alles.

**Unconscious:** has it all there but has not reached it yet. Like a baby. Not quite coordinated.

DUTCH INTERVENTION: Do not lose sight of our goal and do not get trapped in the means. Our goal is to achieve global collective intelligence.

INSTRUCTOR: Want to invite comment from the feminine side.

FRENCH INTERVENTION: Women may have a special role to play at bridges.

US INTERVENTION: Women should not sacrifice feminine clothing and body language just to fit into the male culture.

INSTRUCTOR: All business clothing and body language have been restricted to the mental—just see the head above the clothes, and sit stiffly at conference meeting tables. This ties in with the existing monetary system, which is masculine, a hunter culture that has to hunt for money. An open money culture would give the women more leeway.

FR I: It's about flexibility without losing integrity. Science urgently needs feminine values—diplomacy, flexibility, intuition. Transitions require femininity and integrity.



New discussion: patterns of behavior, embedded past behaviors, what is interesting, other than changing one's own pattern, is what happens when different patterns collide. Collective intelligence means communities of people, this means that the patterns will be very important.

FR I: Using the six rules create a new pattern, and each time the pattern changes, depending on our energy, informality, comfort level.

US I: How I got here, a 20 year road of moving away from my own pyramidal pattern. Two recommendations for changing a grid-locked system (apart from down-sizing):

First, expose all your core people to outside influences and alternative patterns

Second, give every core employee an annual pattern-breaking experience, with very high management "welcome home" attention—what did you learn? What can you share? Points.

FR I: Meditation is a very helpful process.

US I: Cannot teach an elephant to dance. Right now, would be happy with getting the key people to recognize that there are other patterns.

NL I: Using the six rules is a very important aspect for creating a new pattern and helping those of us that have their own patterns, to come together into a collective. Unless everyone accepts the rules and the new pattern, then their own individual patterns become hidden patterns that undermine the creation of the collective.

INSTRUCTOR: The center is two-fold, there is a center for the group, and a personal center in which both the masculine and the feminine share, communicate, and influence one another.

NL I: We need to answer the question, what can the feminine side bring to the equation? We do not need any more masculine details. We must have the feminine side take the lead in this transition to a collective.

US I: Data point: on the list of CI gurus, only 8 out of 25 are women. This calls for us to ask all those on the list how we can expand it to enhance the role of women.

INSTRUCTOR: Feel uncomfortable with juxtaposition of anger and call for more feminine input. Fails to recognize the feminine part of the men that are committed to the transition.

DEPUTY INSTRUCTOR: We should discuss the contrasting traits of the feminine and masculine as they apply to the need to transition to the global collective intelligence.

<b>FEMININE</b>	<b>MASCULINE</b>
Adaptation & Flexibility	Set Pattern, Rigid & Inflexible
Articulate an Intention	Automatic Pilot
Breathing as a Process	Body motion as a process
Connection to Intuition	Rejection of Intuition
Heart & Compassion & Nature	Mind & "Objectification" & Artificial Structure
Make Room to Receive Inputs	Outputs, Outputs, Outputs
Peace	War
Willing to let go with confidence	Strive to maintain control

Slow	Fast
------	------

**INSTRUCTOR:** There is an abundant literature on the differences among feminine and masculine. Source is the one, then split into Yang and Ying. There does seem to be a move toward more balance and integration. **NOTE:** Yang is the male.

Need 7<sup>th</sup> and 8<sup>th</sup> rule to fully integrate feminine, need some sort of protocol to more readily identify, when speaking, whether speaking from masculine, feminine, or integrated sides.

### Day Three

Talking about big outcomes within the same old paradigm inevitably denies achievement.

The question to day is, once we understand the need for an alternative paradigm, how do I stay resilient myself, how do I hold those structures myself, without being in pain, and then, how can I be a catalyst for change (not pushy, but offering fruits for the taking).

When doing one on one, should be conscious about excluding others. At a minimum, should leave open the conversation, if not explicitly asking others if they care to join in.

Group process can be very time consuming, it is helpful to have mentors who can share knowledge and insight at each step of the way to accelerate the process.

**INSTRUCTOR:** Day 1 was about learning the rules of the game. Day two was about experimenting and learning. Day 3, today, is a day when it can all be applied and the game played. Pattern emerging on day 3.

When advising NGOs, see a great deal of correct perception about externals (war is bad, etc) but no acknowledgement of the internal dysfunctional ties.

Resilience is a personal attribute that allows an individual to overcome enormous pressures. Refers to a capacity to maintain your integrity regardless of the external circumstances. Homeostasis is another word. This is especially important for pioneers who operate in the face of great resistance and even active hostility. They must maintain their own integrity over the course of many years.

Resilience is not the same as resistance. Resilience is about personal integrity, it is NOT about resistance to external forces.

Homeostasis is the capacity to maintain your structure, your integrity, by whatever means, and one of those means can indeed be resistance.

Resilience is the capacity to reconstruct that structure and integrity.

When seeking to change existing structures, have to ask: are you asking them to do something new with existing structure; or does it require them to change structure in order to accommodate?

Most of the threats that exist today are in fact outcomes of the existing social species and protocols. Mankind has yet to create a new form of social species that can eradicate those threats and not resurrect them again. Win-win. Do we want to fight wars? Or address the root causes of war?

INSTRUCTOR: The dynamics of individuals play out at the national level, for example, not listening to others. When individuals are trained to be empowered, and conscious, then they begin to have a larger impact on their community.

Analysis of breakfast:

- Emotional level between two individual, healing one another with attention
- Mental level discussion of war and peace
- Instructor drops bomb of interrupting and inviting all to follow the rules and talk to center
- One reason is that he sees in personal conversations a micro version of the macro that is being condemned.
- Group took mis-step and another one to one conversation emerged
- This created pain
- Then we return to our space here
- If we want to be pioneers we have to not just see the macro flaws, but we must eliminate the micro flaws from our own individual activities and behaviors
- Healing is necessary at all levels
- Helps to be careful with one another, try to avoid confrontation and pain
- Bottom line: this was a great representation of what will happen when you all go back.

DUTCH INTERVENTION: Naming it won't enable it: of extraordinary insight.

### Closing Session

INSTRUCTOR: As we come to a close, want to stress that each of you, in the micro-level, is a perfect reflection of the macro-level action between and among nations.

DUTCH: Yes

US: Yes, but until we can get rid of corruption with transparency, no amount of goodness on the part of all of us will change the macro.

FRENCH: Yes, I understand the systemic loop but I am frustrated about how to have a good impact on those who are not yet empowered or interested in being empowered.

US. Must distinguish between corruption as bribery and corruption as blasé nature of the people.

DUTCH: **The essence is two things: absolute integrity, and absolute transparency.** However slight the transgressions and the resultant cover-ups lead inevitably to one outcome: unhappy people on the micro-scale, and an unlivable world on the macro-scale.

INSTRUCTOR: **That is the strategy. That is the killer application.** If you look at history, those who really shifted the world's consciousness were those who stepped in full integrity and full transparency. A personal work—Gandhi, Martin Luther King, Nelson Mandela—they maintained their integrity and transparency, held to what is true, good, and beautiful. That is the strategy, by itself. It is, however, an endless work. It inspires. Gandhi ran a billion person entity with no bosses, no contracts. Mistakes can hurt, but failing to move on past mistakes can kill an endeavor.

INSTRUCTOR: Next question is how do we live with corruption and the pyramidal architecture when we return from our new appreciation of integrity and transparency?

DUTCH: We know what to do; we simply need to live it, over and over.

Systemic or intrinsic limitations of pyramidal societies?

FRENCH: Worried about the compromises that must be made, fear of both the compromises and of not compromising. Have a real fear of not being loved by the systemic players who do not appreciate integrity and transparency. My solution is to respect myself for being true, and through that I hope will come love. This is a new path for me, the point of the diamond.

US: NASA Shuttle killed a teacher because the pyramidal structure prevented the engineer who realized the danger, from being heard. Book *The Cheating Culture* documents how the entire society is cutting corners.

INSTRUCTOR:

1. How you keep your structure
2. Review of intrinsic limitations of pyramidal structure
3. Strategic plan for catalyzing global collective intelligence within the pyramidal world

#### How to keep your structure

Shining tree, making beautiful fruit as an offering. A wealth inquiry to examine all the wealth shared between two people, including the “being” income. Check all your values, who you really are, who you want to be. Know what your fruits are, and also know what nutrients you need from the other person. When you do have a relationship, always check if you have and continue to empower that person, as well as yourself, and the world. Love yourself with all your imperfections, but avoid the vicious trap of idealizing yourself. Practice integral (explore and master the vital, the emotional, the mental, and the higher in tandem). Internal yoga.

Keeping integrity means changing the forms within which you are operating.

#### Review of intrinsic limitations of pyramidal structure

<b>Pyramidal Structure Limitations</b>
Minority ruling elite dealing with complexity—impossible to see both own system, and externals
Panoptical and not holooptical—the sum of the parts, but not the whole in each piece. Center can see whole but parts cannot see whole. Top down direction lacking details from bottom.
Simplified process (e.g. standardization) reduces diversity in the input, thus an incentive to kill diversity—and diversity that does get into the process, spit out as “waste,” which on a finite planet, inevitably comes back in the loop. This incentive is still VERY STRONG.
Scarcity is the Yang (Masculine) Scarce resource (money) is a hierarchical cataloguer. Hunter society, young males predominate, the feminine is not invited. Urbanization is masculine. When we measure real economy, can only observe masculine and miss the feminine work value.
Separation of being from doing. Job descriptions, territories. Repression of the being. This has consequences, distorting the pyramidal “reality” by excluding all the consciousness attributes. Huge consequences: when addressing world problems, the “doing” answers, not the “being.” No language for being, for consciousness. Creates a stunted society with a narrow range of thinking.

World view is in the doing (spin-off from above). Socially-constructed reality, narrow reality.  
Overemphasis of mental. Symbols, currency, all about mental calculations. Drop other senses.

Bookmark this! All of the above make it impossible for any substantive reform absent the draconian abandonment of the pyramidal structure. The best plans for change come from those who have LEFT the pyramidal structure, reinvented themselves, and then returned to work with their colleagues to create a new structure.

Side Note: Collective disempowerment can emerge from a small group of individuals doing things that were NOT bad will, just mistakes or misunderstandings, but the end result can be very disempowering. NOTE: The constant feedback loops are important not only for assuring forward progress but also for preventing retrograde. This is why EVERY individual must be able to see and access the whole at all times, and access how the individual's actions are interacting with the whole. Conditions can get so complex that no one can predict what is going to happen. However, unless the individuals are trained to act in a holistic fashion from day one—with constant feedback and following the six rules—then the failure of complexity is going to exact a great price of learning at the cost of the consequences and mistakes.

DUTCH INTERVENTION: The tiny mistake we are all making is failing to see the difference between talking to the center, and trying to take care of our brothers and sisters in the conference, and embedding our care for one into the center.

FRENCH INTERVENTION: We also need to take care to avoid mirroring one another, or this is to say, not assuming that our own issues are also shared by others.

INSTRUCTOR: Must avoid trying to assess others. Take responsibility for your own experience, your own contributions.

Holopticism is about feedback and feedforward. They are SHORT loops, visible to everyone in the vicinity. This combines with the constant interaction between the individual and the whole.

### Strategic plan for catalyzing collective intelligence in a pyramidal world

Mix of universal structure and breakthroughs of consciousness

1. Need a vision and a visionary (most people have this experience and stop there)
2. Visionary is homostatic (capacity to retain structure in face of hostility) and resilient (capacity to restore structure in aftermath of destructive hostility).
3. Visionaries tend to suffer broken hearts even if they persevere (true of CEOs also)
4. Visionaries can be aided by finding safe places for healing, love, and restoration of "being" and consciousness (price to pay: must learn techniques, and practice)
5. Build agreements with ordinary world—get small sponsorships outside the hostile circle
  - a. Find bridge people—the iconoclasts on the edge of the foundation world that "get it"
  - b. Focus on the true, good, and beautiful—current world business models will NOT work, but integrity and transparent plans that envision the true, good, and beautiful inside of the angels as well as the community
  - e. Focus on creating a 4-5 year "womb" so that gestation can be achieved
6. Build intention. This is what is going to attract action and people. *Clarity of intention* will be like a magnetic field that attracts molecules that need to reach it. This is NOT about job descriptions or organizational diagrams. This is about

facilitating EMERGENCE. OLD is about process and prediction. NEW is about emergence—create fields of emergence. You are NOT attached to the “form” or the old “structure.” Complete clean sheet—facilitating emergence is a totally new paradigm. This is about getting the right PEOPLE, and empowering them.

7. Build vehicle. This goes hand in hand with Build intention. This is a complex dynamic emergence that will not fit any of the old organizational models. This is also a place for safety—an alternative home than the parent that is in the old paradigm. This is where the action will take place and the project is safe.
8. TRAIN everyone properly. This is NOT a “on the job” learning activity. If you cannot dedicate the time of top and middle managers, not just EOD’s, then you have to invest in intense training. 99.9% will not do this. The 0.1% are the winners!
9. Take on the journey. JUST DO IT!

NOTE: Question on de-training: in the new structure, there is no middle or top management that needs to be trained. This is about a global collective intelligence effort in which the pioneers rise quickly. There is a self-selection process that takes care of itself.

#### FOR DNI

In one-pager, provide the vibrations, the sense, of why this is important to his empowerment. Bring the iconoclasts together. Use them to out your closet pioneers. Launch the lifeboats. This is not about numbers. BioSphere2 was built by 30 people.

#### FOR CONFERENCE

Blow it up.