



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 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
 not adequate yet for 21st century

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 ‘download’ do habit
 reactive learning

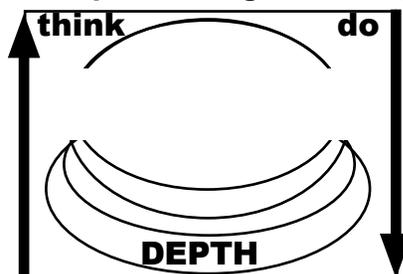
INTRODUCTION: OF PARTS AND WHOLES

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,

- | | | | | |
|--|---|---|--|---|
| 1 AUTHORS | 2 destruction of dinosaur and human | 3 dinosaurs adapted | 4 possible: so will | 5 environment center 20 yrs later |
| met at home of Otto Scharmer with Peter Senge, Joseph Jawaorski, Betty Sue Flowers | Jurassic Park was written in same room dinosaurs and now <i>'nightmare scenario'</i> 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.

- | | | | | |
|---|--|--|---|-------------------------------------|
| 6 no environmental concern | 7 good for business | 8 do not care | 9 discouragement | 10 extraordinary fear |
| everything individually wrapped

building materials
central air
silly bar of soap | Sweden hotel chain has done well financially with environmental practises

soap dispensers instead of wasteful bar of soap | even an environmental center has not learned | Do we not see to avoid fear?
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.

- | | | | | |
|----------------------------------|---|-------------------------------------|---|---|
| 11 anger from fear | 12 are we up to it? | 13 is why we are here | 14 immortal | 15 maybe not |
| | 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

46 takes only one person to make a shift	47 trust is essential	48 work settings	49 taught dialogue	50 first time listening
BUT do not be insincere shift occurs with others let new possibilities arise	not easily done	management and unions extreme conflict (throwing chairs) had not listened to one another for two generations	discovered 'real talk'	

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

51 energy	52 transformation	53 nature transform	54 can be toxic	55 innovators
metaphor of molten metal to understand containing human energy	alchemists JUNG psychological	cocoon something 'melts'	transformation must deal with alien environment	innovators are often abused by establishment

PART ONE: LEARNING TO SEE
2. SEEING OUR SEEING

Inner Work of Suspending

dearly for seeing differently

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

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

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

76
largers pattern
seen working - Aha!

normal thinking disturbed

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

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

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>106 similar processes</p>	<p>107 can get rid of pain</p>	<p>108 problem to solve</p>	<p>109 transcends dualism: subject / object</p>	<p>110 car illustration of cooperation</p>
<p>concentration and mindfulness corresponds with suspension and redirection</p>	<p>see pain directly for what it is - sensation</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>escapes problem-solving mind-set lets problem dissolve</p>	<p>hundreds of people saw things differently</p>

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>111 hard to understand the process</p>	<p>112 how to see and learn</p>	<p>113 OTTO said that we can be empowered</p>	<p>114 easier when problem is in the room</p>	<p>115 even 'big' needs to be seen from within</p>
	<p>How can seeing system in which we are trapped be empowering? How can we learn from the whole?</p>		<p>environment and poverty are much harder because they are too big</p>	<p>environment poverty</p>

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>116 from the heart seeing whole from inside</p>	<p>117 heart source for inner knowing and innovation</p>	<p>118 HeartMath neurons in intestine and heart</p>	<p>119 more than metaphor</p>	<p>120 see with heart before seeing from the whole</p>

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

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

felt energized by qigong but disappointed about vision quest

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

1 GENERATIVE	2 SCENARIOS	3 SEPARATION	4 LOSSES	5 ISOLATION
discussed various projects but always returned to question alive among: How to shift the whole?	assumption behind STRATEGIES 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.

6 TRANSFORM	7 LARGE SCALE	8 WHO could PREDICT	9 CONGLOMERATE	10 ENDING APARTHEID
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'

11 FOUR SCENARIOS	12 CHOSE FOURTH	13 OPENING	14 many times did NOT make such difference	15 'MAGIC' OCCURS
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**

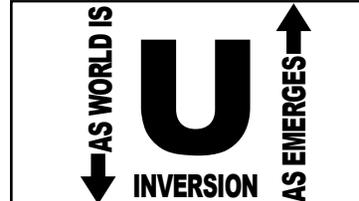
DEEPER PURPOSE to connect with larger whole involves **SURRENDER** to a profound opening of the **HEART**.

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

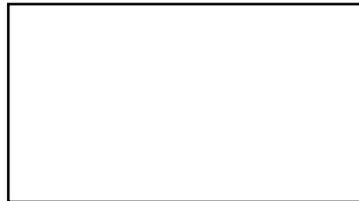
PART TWO: INTO THE SILENCE
8. THE WEDDING

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>1 authors "future depended on us"</p>	<p>2 top executives met in Marblehead</p>	<p>3 discuss and assess what was happening</p>	<p>4 extremely powerful discussion</p>	<p>5 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>GREAT DIVIDE 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>6 high velocity business environment</p>	<p>7 Wall Street not sustainable</p>	<p>8 requiem scenario - - - see seriousness</p>	<p>9 decided to make joint statement</p>	<p>10 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>11 pragmatic and well informed leaders</p>	<p>12 honesty among people who trust each other</p>	<p>13 no time for reflection and real thinking</p>	<p>14 flawed globalization need dialogue</p>	<p>15 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>16 another MAINSTREAM group struggled to open</p>	<p>17 executive spoke: one thought "NOT TRUE"</p>	<p>18 another said deeper change needed</p>	<p>19 not safe to move down the U</p>	<p>20 seeing with Heart requires open Heart</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 21 CONNECTED (?) with others and world</p>	<p>SACRED SPACE helps connection 22 importance of place SACRED SPACE</p>	<p>23 place for imagination and bold initiative</p>	<p>24 something unusual last time</p>	<p>25 what is so magical about your FIELD?</p>
	<p>note OCCASION</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 ... 26 history is relevant ---</p>	<p>von Trapp family owned the land for inspiration ... similar to Austria 27 owned by von Trapp family</p>	<p>28 singing tours over afford to settle down</p>	<p>29 prayed for three days</p>	<p>30 bought land the day they were to leave</p>
		<p>Vermont reminded them of Salzburg</p>		

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

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

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

SIMILAR belief a fundamental shift away from human needs to concern for biodiversity as global leadership 36 not bottom line - SHIFT in relation to nature	37 2000 gov't leaders facing bio-diversity	38 change requires 'opening of the heart'	39 need to TAP DEEPEST commitments	40 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 41 boost from Crestone	42 remarkable place	43 native peoples here - for 1000s of years	44 meditation seats conform to your body	45 meeting of those from Baja

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

OTTO DREAM failing to step forward to deliver speech to transform institutions				
46 sharing of agenda and experiences	47 intense dream	48 walking upstairs with many - "you give speech"	49 speech about what?	50 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 ...

51 people began lowering	52 did not step forward DOOR CLOSING	53 powerful dream could apply to COLLECTIVE	54 people of Crestone agreed	55 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

56 went to John's cabin	57 three days of dialogue and ceremony	58 time for solitude	59 2nd day assumptions in world: marblehead	60 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

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**'

PARADOX
 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

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 **VISION**

"being a force of nature"
 G B Shaw

Nick Hanauer
 board member of Amazon

 reinvent education in State of Washington

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

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

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**

111 engagement in larger purpose	112 transform into action becomes momentum	113 do small things with great love - M Teresa	114 structural tension to focus vision in reality	115 vision is in the now - constantly changing
---	---	---	--	---

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**

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

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

[Empty box]

[Empty box]

[Empty box]

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

[Empty box]

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

[Empty box]

[Empty box]

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

[Empty box]

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'

[Empty box]

remain open

note:
can be called 'sketching'

note
be at risk . . . even your
integrity!

[Empty box]

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**

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

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

- | | | | | |
|--|--|--|--|--------------------------------------|
| 146
for capitalism equal
to communism | 147
'important people' ---
meeting discouraging | 148
meeting in Boston -
great presentations | 149
informally said they
could not--powerless | 150
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

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

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

- | | | | | |
|--|--------------------------------|---|--|---|
| 206
new ways of thinking
and acting | 207
can evolve 'new' | 208
connect and open
'new inner knowing' | 209
beyond mediocre
ideas - - - not ROI | 210
VALUE statements
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.

211
good ideas must be governing ideas

212
DEE HOCK developed VISA

213
VISA: self-governing democracy

214
evoked from minds and hearts

215
serve an emergent whole

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

216
dealt with chaos and criminals

217
Dee was appointed and was immersed

218
living system versus machine: rethought

219
not credit card but exchange of value

220
committed - he let understanding emerge

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.

221
realized no one alone - from all together!

222
beyond reason but nature effortless

223
let organization evolve - - - as nature

224
genetic code was 'ideas and principles'

225
done; and yet, more work prototyping

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

A REFLEXIVE SCIENCE OF LIVING SYSTEMS

We have overcome the divide between subject and object.

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 . . .

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.

96
harder - becoming
more complex

97
cause and effect
are no longer close

98
both technology and
wisdom = integral

99
involves all of us

A NEW PATH

What is emerging is
100
mind and world are
not separate

EFFECT at a distance

PART FOUR: MEETING OUR FUTURE

14. SCIENCE PERFORMED WITH THE MIND OF WISDOM

FREE FLOW of information that cultivates capacity for creating values.

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

Many Westerners began
105
many Westerners
sought liberation

Illustration:
Hewlett-Packard

economy
technology
ecology
society
matter
mind . . . and spirituality

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

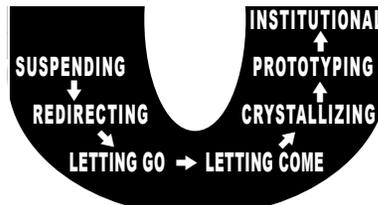
reductionistic science and redemptive religion

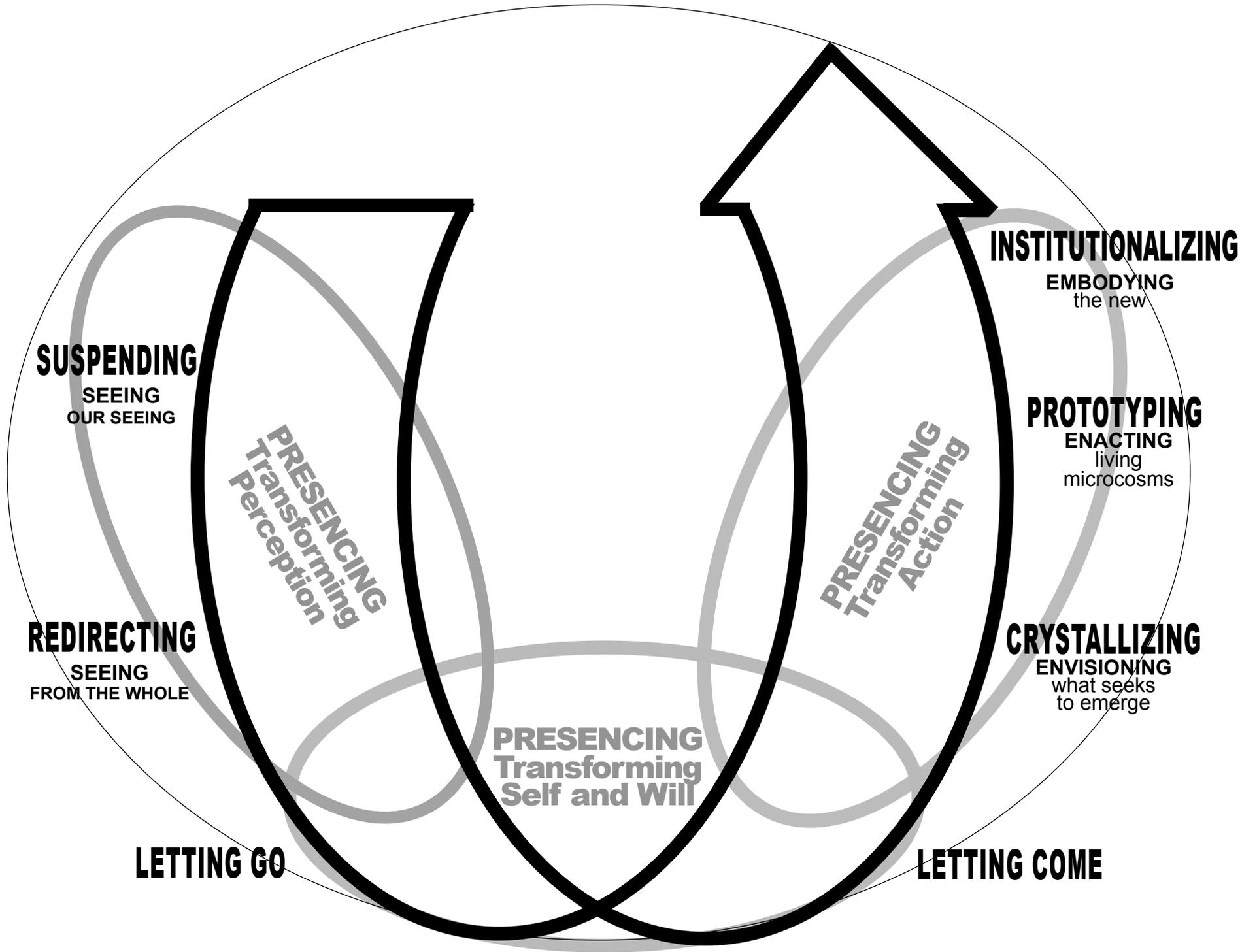
PART FOUR: MEETING OUR FUTURE

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.

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

PART FOUR: MEETING OUR FUTURE

15. PRESENCE

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

- | | | | | |
|-------------------------------|----------------------|---|--|-------------------|
| 141
why irreverent? | 142
humble | 143
maybe as it should be
--- to see differences | 144
INTENTIONALITY?
future seeks to emerge | 145
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.

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

196 **WHOLE in each - NOT the counterfeit whole** **197** **surrendering to what is asked here and now** **198** **deepest systems are in everyday fabric** **199** **change the world by seeing ABSOLUTE** **200** **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**

201 **'shadowside' of this** **202** **interview with Hitler's secretary** **203** **her feelings were deep frozen** **204** **during interview she was able to 'feel'** **205** **she died day after interview aired**

PART FOUR: MEETING OUR FUTURE

15. PRESENCE

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

206 **evil freezes deeper capacities** **207** **being an instrument of someone else** **208** **serving death rather than life** **209** **instrument for other than life ... no feeling** **210** **Nazis thought they 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