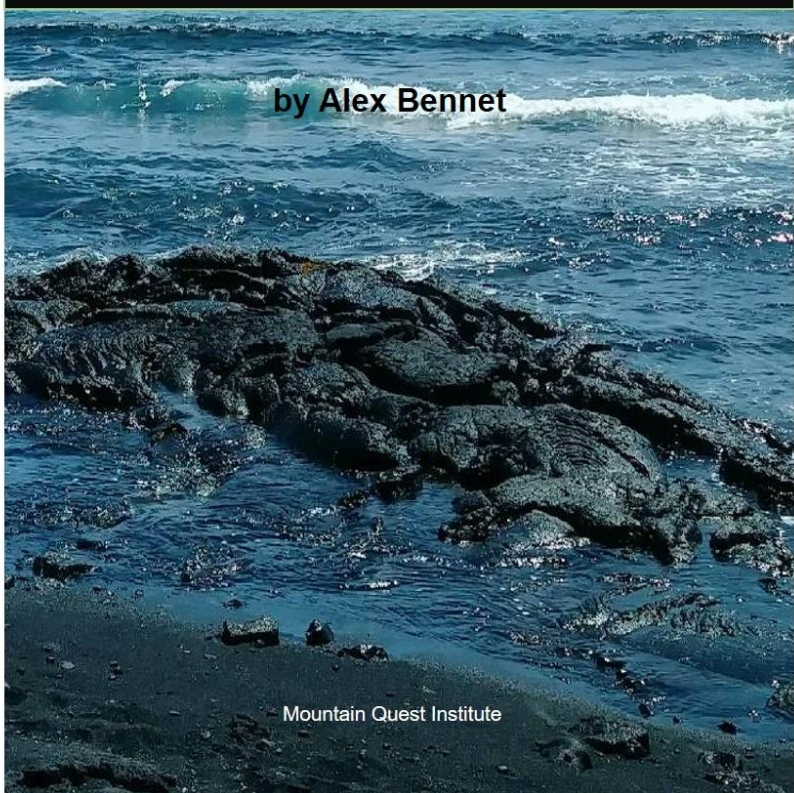


Possibilities that are **YOU!**

Volume 3: Engaging Forces

by Alex Bennet

Mountain Quest Institute



This is Vol 3 in a series of 22 short books, what we call Conscious Look Books, that are conversational in nature, taking full advantage of the reader's lived experience to share what can sometimes be difficult concepts. We live in a world that is tearing itself apart, where people are out of control and wanting to control others, rebelling from years of real and perceived abuse and suppression of thought. Yet, this chaos offers us as a humanity the opportunity to make a giant leap forward. By opening ourselves to ourselves, we are able to fully explore who we are and who we can become. With that exploration comes a glimmer of hope as we begin to reclaim the power of each and every mind developed by the lived human experience!

These 22 concepts are part of the learning journey of which we are all a part, the Intelligent Social Change Journey (ISCJ). This is a developmental journey of the body, mind and heart, moving from the heaviness of cause-and-effect linear extrapolations, to the fluidity of co-evolving with our environment, to the lightness of breathing our thought and feelings into reality. Grounded in development of our mental faculties, these are phase changes, each building on and expanding previous learning in our movement toward intelligent activity.

These little books share 22 large concepts from the Profundity and Bifurcation of Change (which is written from an academic viewpoint). Each book is independent and includes seven ideas offered for the student of life to help us become the co-creators that we are. These books, available in soft cover from Amazon, support idea exploration, class discussion, other discussion groups or can be used as special occasion gifts.

Possibilities

that are **YOU!**

Volume 3: Engaging Forces

by
Alex Bennet



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Frost, West Virginia

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Forces are aligned when:

- *Direction is set and understood.*
- *Intent moves collaboration in the desired direction.*
- *Knowledge ensures actions follow intent and direction.*
- *Knowing improves knowledge, bolsters intent, and signals society whether the actions and directions are on track.*

Preface

This book is for YOU. Regardless of economic success or educational prowess, beyond cultural influences and habitual routines, YOU have been and continue to be a student of life. And since our time in this learning sphere is precious, the challenges and opportunities are both rapid and continuous, always offering new insights. YOU are a verb, not a noun. Forget what you were taught in grammar school!

Forces bombard us daily. We live in a world of demanding challenges, where people and systems are rebounding from control, rebelling from eras of real and perceived suppression of thought. With the acceleration of mental development over the past century has come increased awareness of human capacity, with economic success in small bites for many and large bites for the few, and for some coming with an arrogance that says, “Look at me. I’m right, you’re wrong, and I’m not listening.”

Because of our Economy’s focus on the material, economic success begets economic success and the separation of wealth grows larger, flaming the difficulties of surviving in a CUCA world, that is, a world of accelerating change, rising uncertainty, increasing complexity, and the anxiety that comes with these phenomena.

Yet all of this **offers us, as a humanity the opportunity to make a giant leap forward.** By opening ourselves to ourselves, we are able to fully explore who we are. With that exploration comes glimmers of hope as we contemplate the power of each and every mind developed by the lived human experience!

As YOU move through your life of thoughts, feelings and actions—even when you have to repeat things over and over again as part of the experience—YOU are advancing toward the next level of consciousness.

Here's the bottom line. Everything that has been learned and continues to be learned is out there ... and as a student of life, YOU have access to it all. So often it is expressed in ways that don't make sense because of the language and media being used. It just isn't presented conversationally, and you don't have a chance to ask questions from your unique point of view.

So, these little books—which we refer to as Conscious Look Books—are specifically focused on sharing key concepts from *The Profundity and Bifurcation of Change* series and **looking at what those concepts mean to YOU.**

These books are conversational in nature, and further conversations are welcome. We invite your thoughts and questions, not guaranteeing answers because there is still so much to learn, but happy to

join in the conversation. Visit Mountain Quest Inn and Retreat Center www.mountainquestinn.com located in the Allegheny Mountains of West Virginia or email alex@mountainquestinstitute.com

As my partner David reminds us: *Run with the future!*

Our gratitude to all those who take this journey with us, and a special thanks to the colleagues, partners, friends, family and visitors who touch our hearts and Mountain Quest in so many ways.

With Love and Light, Alex and David

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Introduction

Forces are a part of our everyday world. A force occurs when one source of energy affects another source of energy, whether there are positive or negative results. The term “affects” can mean that one energy is pushing against, interfering or influencing another source of energy. For example, a high-jumper is repeatedly using his leg muscles to push off the Earth into the air while simultaneously pushing his whole body up against the force of gravity.

Funny thing about all this energy engaged in the jump. Energy can never be lost; it can only be transformed. It is through this transformation that light, heat, electricity and Life are produced. Things in the natural setting of our planet that are not sentient are controlled by the forces of nature. For example, consider the effects of the weather and water, and the impacts of earthquakes and volcanos.

Energy acts upon itself. As psychiatrist, philosopher and anthropologist Roger Walsch interestingly describes: “The transformation of energy produces energy in formation. Energy is life’s information. Life is always in formation. It is forever forming itself into something it was not before it became what it is. It is through the becoming that life breathes life into Life itself.”¹

I wish I'd written that! It just sounds right. We know that everything is energy and patterns of energy, and patterns are energy “in formation”! And we are patterns of energy in form!

Per conventional physics, there are four fundamental forces found widely throughout our Universe that have been identified and are measurable by scientific instruments. Because they can be measured, these forces are scientifically accepted as “real.” These forces are electromagnetic, gravity, nuclear and weak nuclear.

The electromagnetic field, which we often think of as light, is omnipresent throughout the Universe in varying levels of intensity; although we as humans are able to see only a very small fraction of the full spectrum of frequencies that make up light. It comes from electrons, their interactions, and the way they are moving.

Strong nuclear energy represents the forces between nucleons in atoms (neutrons and protons) that hold together the atomic structure. The weak nuclear force originates from the nucleus of an atom and affects the way the atomic structure is held together.

Gravity is the weakest of these forces, although collectively it affects the Universe more than any of the other three forces. We think of gravity as a force that attracts masses. But recently, scientists think

about gravity as a warping of space. This is the concept behind “warp drive” in *Star Trek*.

Since Einstein, scientists have been trying to find the way these forces interact. Somehow, they believed that a unified theory would help explain the Universe, how it originated and our place in it. While so far this effort has been unsuccessful, Quantum theory has brought us closer to the understanding that we exist in a large probability field of energy. Energy is dynamic and constantly redistributing and creating new patterns.

And while we may not be the center of the Universe as our anthropogenic tendencies would have us believe, we are an important part of that!

[Your Thoughts]



Idea 1: Amplitude, frequency and direction help us understand the impact of forces.

Forces can be considered in three ways: amplitude, frequency and direction. Amplitude has to do with the amount or largeness of a force in terms of size, volume, extent or breadth. Frequency is a measure of time and space, a rate of occurrence creating a regular rhythm, the number of times something happens during a period of time. The more distance (space) between events (time), the greater the opportunity for forces to increase.

Direction, or what some people call phase, is the way that energy moves, points or faces. For example, consider the destruction of a nuclear power plant where the force of an earthquake and/or tsunami directed at the plant (direction) was strong enough (amplitude) and sustained enough (frequency—length of initial quake plus smaller follow-on quakes) to cause heavy leakage of nuclear energy into the environment.

Direction is the most significant. From a Quantum Field viewpoint, a force can be thought of as one type of energy moving in a different direction than another type of energy. The interaction of these energies produces force. For example, consider a

boat trying to move upstream, with the force of the engine pushing against the gravity-driven force of the water, or two teams playing tug-of-war with a rope.

Forces can grow when one part of a system creates in a very different way than the other part of a system. In fact, this can produce strong conflict in terms of direction. For example, consider a start-up organization with limited resources where there is strong disagreement on whether to follow one product line or another, both requiring significant financial investments to pursue. This force is also related to amplitude (the amount of resources required) and frequency (a conflicting timeline for production), although these are variables that can be potentially negotiated through knowledge sharing, cooperation and collaboration. For example, doing some pre-work on one or both product lines to use market demand to drive the decision of which product to pursue, or agreeing on a phased production approach over time. This type of cooperation and collaboration leads toward intelligent activity.²

When we deliberately create against an activity or force already in play and accomplish our objective, we produce maximum levels of force. Instead of just changing direction, we purposefully create something to destroy something already moving in a certain direction. For example, consider

the take-over of a company under adverse conditions when the company desires to sustain its autonomy. This type of power play involves all three aspects of force, which will produce strong repercussions, or counter forces, for all those involved; for example, a formal or informal cessation of work such as a strike.

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INSIGHT: When we deliberately create against an activity or force already in play and accomplish our objective, we produce maximum levels of force.

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From the viewpoint of the individual, the same model can be used to consider the forces in our everyday lives. Forces directly affect us on the physical, mental and emotional levels of life, whether we are aware of it or it is happening unconsciously.

For example, in the early 1900's science discovered that there is an electromagnetic field that surrounds the human body. However, since this field was not historically measurable as organic through scientific instruments it was not studied as part of our biological system and does not appear in our biology textbooks.

Today, this is changing. Researchers like Kenneth Klivington of the Salk Institute are exploring how these previously unidentified forms of

bioenergy interact with human electrostatic fields.³ So, there is a lot of stuff published today that can help us have a better understanding of all this.

There is some urgency to gaining this understanding! As we have expanded the spectrum of electromagnetic energies we use with our devices, there are increasingly vast amounts of non-organic energies bombarding our bodies. Just consider the rapid emergence of radio, television, the virtual Internet and, more recently, the cell phone, which has metaphorically become an extension of the human nervous system!

There are consequences of this bombardment being paid by those whose bodies are more sensitive to these energies. For example, there are a growing number of visitors at the Mountain Quest Inn, our retreat center in the Allegheny Mountains of West Virginia, who have electro hypersensitivity, electro-sensitivity or electrical sensitivity, more formally described as idiopathic environmental intolerance attributed to electromagnetic fields (IEI-EMF). These visitors come to this area because there are no cell phone towers here. This is the home of the Green Bank Radio Telescope, and cell phone towers would interfere with the important work of mapping the Universe.

The level of body response to electromagnetic radiation levels that are below international radiation standards varies, ranging from a simple tingling

similar to a mild electric shock to expressing through fatigue, stress, headaches, sleep issues, multiple skin issues (prickling, burning, rashes), muscle pain and more serious long-term health decay. This condition is increasingly being recognized by the medical profession as international studies demonstrate a direct link between electromagnetic radiation exposure and symptom development.



Figure 1. *The rapid expansion of electric power has left us vulnerable to inorganic energies.*

What is increasingly clear is that our use of electric power is dramatically altering the magnetic environment in which we live, with documented

negative impacts on the human body and potential connections to cancer and Alzheimers. One explanation of this negative impact is that when magnetite crystals connect to cell membranes, their rotation contributes to abnormal cell physiology.

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INSIGHT: What is increasingly clear is that our use of electric power is dramatically altering the magnetic environment in which we live and negatively impacting the human body.

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A second potential explanation is that manmade electromagnetic energies suppress the natural manufacture of melatonin in the body.⁴ A third potential explanation is forwarded by William Tiller of Stanford University, who says that unpolarized particles exhibiting chaotic and disordered behavior damage the body's tissues as they pass through our cells.⁵ Tiller has consulted in development of a technology that can help create a coherent polarizing field effect, which would mitigate this third explanation.

As can be seen, the human body is being bombarded by—and responding with internal forces to—this energy. I guess what we can do about all this is learn as much as possible from those being affected and from research, and perhaps try to minimize our own personal exposure to these

energies. Each of us has a different tolerance level, and once we go beyond that level, we're going to be in trouble. Our inclination seems to be to let the future take care of itself. However, with the potential of cellular service via satellite comes the possibility of little protection from this advancing issue. This is too important to our children's health, and, quite literally, the survival of a healthy human race. We *are* the future!

Our technologies have come with other forces. For example, compatibility issues emerge and capability issues abound as we try to keep up with the latest and greatest technology, regardless of its usefulness in our particular context. There are also forces created when a new platform has engaged technologies we do not understand, or loses capabilities which have become foundational to our work and personal lives.

Over the long term, all people are subject to forces that can lead to degradation of senses, bodies and the cessation of life. For example, aging—facilitated by gravity—reduces senses such as sight and hearing, therefore reducing the information that comes through those senses and causing faulty knowledge and a reduction of comprehension. This translates to mistakes, with more and more energy required to survive, reducing the time to deal with other necessities of life, a diminished ability to be free and creative, and a steady increase in forces.

Concurrently, our consciousness level and ability to gain meaning from life can diminish.

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INSIGHT: Facilitated by gravity, aging reduces senses such as sight and hearing, therefore reducing the information that comes through those senses and causing faulty knowledge and reduction of comprehension.

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While humans have evolved, and have achieved some level of balance among the physical, emotional and mental faculties that form our interactions, the balance that the spiritual brings to all levels of existence has lagged behind. This is largely due to the emphasis on mental development, which has escalated almost exponentially during the last decade.

A considerable loss of physical capability has also accompanied this advancement of our mental faculties. Survival is no longer based primarily on the physical. Today, as a race, it would be difficult if not impossible to survive physically in the wild without technology. While survival is still a very real issue, the survival forces of today are headed in a very different direction than those of the past, largely based on economic worth. Further, since living at a survival level involves strong forces in terms of amplitude, frequency and direction, there is little

energy left for being creative. For example, when you are working two jobs to put food on the table, it is difficult to break out of that pattern in order to pursue your dreams.

As we have increasingly discovered—too many times—as we moved into the new century, extremists, or outliers, can significantly create large forces and have a strong effect on the overall average in terms of potential disruption and force. This is the principle of terrorism, where the whole can be adversely affected by a small number of people.

[Your Thoughts]



Idea 2: Control is a force that is part of our personal and professional lives.

History has proven that you cannot take something else over and control it—at least not for the long-term. Yet humans have a propensity for wanting to control. For example, consider the way we use the three lower kingdoms—animal, plant and mineral—and our abuse of all three in the name of progress, creating forces that have, and will continue to, come back and harm us.

Physicist Niles MacFlouer calls the need to control a human foible, a paradox of individual understanding.⁶ However, he notes that as people grow in consciousness they also grow in understanding, which offers the opportunity for better choices.

I wonder if that's why we always come from behind? It's almost like we have to wait until the last minute to surge forward. Of course, maybe that adds to the excitement. Have you noticed how powerful a last-minute touchdown is in a football game? Could the ability to come from behind be considered a human strength?

Many people think that in order to create you must control that which you create. This is an illusion. The greatest benefit (and joy) to a creator is

the self-sustainability of a creation. A simple and simultaneously complex example is the raising of a child. While initially a parent may desire to control a child's behavior, an intelligent parent realizes that this is not possible, and that the desired outcome is not control, but the ability of the children to recognize patterns and create their own future—a future moving beyond that which is possible for the parent! This occurs as the child learns through experience and interactions with others the relationship of cause and effect, and begins to understand larger concepts that move ever closer to intelligent activity.

We can, however, if we choose, *control ourselves* in ways that are intelligent, conscious and creative. Things create themselves and are cooperative within themselves to sustain life. We also have the capability of bringing people together and, while acknowledging and supporting their right to self-control, cooperatively working together to reduce forces and achieve common goals. For example, consider a not-for-profit organization with a diversity of partners and individuals, each with a personal agenda yet striving in the same direction. By discovering common ground and focusing together on what can be achieved in that area, forces are reduced and progress is made.

The founders of the U.S. Constitution believed that people have the right to control

themselves. This is based on a “Naturalism” viewpoint of the world, not the relative conditions of the times. This, of course, is what civilization is all about, learning to control ourselves and bringing people together to head in a common direction, choosing those things that are best controlled by the common collective and pursuing those as a society. There’s always going to be differences of opinion, but its pretty clear which things affect the health and well-being of people in general, and which things belong to the individual. For example, a chemical being released into the air that causes illness is quite different than an individual’s decision to smoke!

Looking from the larger viewpoint of society, the more developed a civilization the fewer the forces, that is, increased or higher civilization reduces forces. This is because forces are reduced as people learn to live and work together. Civilization is considered an advanced level of development in society marked by complex social and political, organization and material, scientific and artistic progress.⁷

It is not surprising that the social aspect of society is important to our definition of civilization. *Most activities have more forces pushing against them than the ability to join together and head in the same direction.* The more people are heading in the same direction, that is, wanting the same rights such as freedom and choice, and working together to

ensure these rights, the fewer forces are created. This can only occur through social interaction based on intelligent activity. In general, the higher the consciousness level of the citizens on average, the fewer the forces.

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***INSIGHT:* The more people are heading in the same direction, wanting the same rights such as freedom and choice and working together to ensure those rights, the fewer forces are created.**

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As we have developed civilizations, we have simultaneously developed governments, and specific organizations within those government structures, as controls to ensure that laws and rule sets are obeyed. In a country where freedom is recognized as necessary for people to develop, expand and contribute their unique views and abilities to the larger whole, the laws and rule sets are collectively agreed-upon. The forces engaged in the latter situation are considerably less than the forces necessary to control a dictatorship, absolute monarchy, sultanate, theocracy or other form of totalitarian or authoritarian government where state authority is imposed on all or many aspects of citizens' lives.

Once forces are created, it becomes more difficult to move through those forces to achieve

intelligent activity. For example, let's look at a country with a two-party political system, where one half of the country supports the incumbent and the other half of the country is very unhappy about his election. Now, the incumbent is killed in an accident, which, because of the forces already in play, is perceived by his supporters as an assassination by non-supporters. In an emotional state, some supporters immediately retaliate and, with no one in power to rein them back or present a voice of reason, mayhem results.

While in this hypothetical example it may be easy to see the larger pattern underway, when these events are occurring in the complex, uncertain and changing environment of today, deep emotions are triggered and it would be difficult to keep a clear mind. Thus, when more forces are created, all participants suffer. We have long understood the disempowerment and continuous suffering of retaliation and revenge, a continuous loop which never gets done whether played out between different families, different colors, different cultures or different countries. This is a lesson we still seem to be learning.

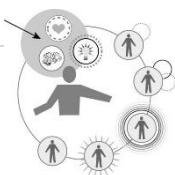
Working through another scenario, let's say the incumbent survives the accident and begins to enact wrongful legislation against non-supporters. When this occurs, it is the right, and responsibility, of the non-supporters to use force—within the framework

of the political and legal systems—to fight such legislation.

As a result of the diversity in our world, a moral issue that repeatedly emerges is that of non-conflict. The question becomes: Is it more violent to be a receiver of greater violence than engaging the amount of force needed to succumb and reduce those that are being destructive to us? The choice is either to allow others to be violent to you and others without preventing it, or using force on others. This is the same issue that our legal system faces.

When we choose to use force, it must be used intelligently and wisely, not randomly. There needs to be a “clear and present danger” so the force being used is for goodness rather than a random act of violence. Any pre-emptive strike would require the necessity of understanding and conscious awareness on the part of those using it, and a continuous testing with wisdom when exercising it. This, of course, can be difficult when a sudden dilemma presents itself requiring an instant response.

As you can see, there are no clear answers, no black and white responses. Some key words that have emerged in this discussion are choice, intelligence and wisdom. Those seem to be pretty good words when we’re exploring the use of force.



Idea 3: Selfishness and self-centeredness produce strong forces that push against us.

While certainly overlapping, selfishness and self-centeredness are different levels of focus on self. Selfishness is looking after your own interests, needs and desires while ignoring those of others. Self-centeredness is a tendency to focus on your own needs and affairs and showing little or no interest in those of others.⁸ Both of these traits produce strong forces in the lives of those who engage them.

For example, consider a marriage or business partnering relationship where self-centeredness and/or selfishness occurs on a regular basis. From our personal experiences in life, we know that, depending on the strength of the forces created, these relationships are certainly going to be troubled and short-term ones. Further, selfishness produces emotive forces—both within ourselves and from others—with many of these forces becoming “stuck” energy, which has the potential to heavily impact the health of our physical bodies.

At the other end of the spectrum is selflessness, which is putting other people’s needs first. This is often embedded in the parent-child or the teacher-student relationship. It is also an important

characteristic of care-givers for the young, old and infirm.

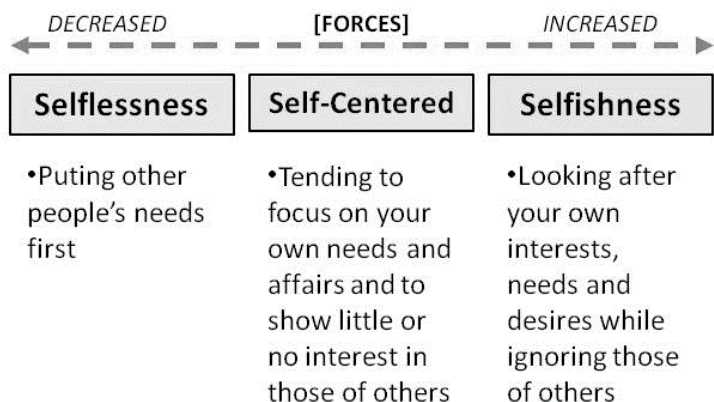


Figure 2. *Self-centeredness and selfishness produce forces.*

Wise giving is an important element of a relationship that can help reduce forces. Wise giving is helping others to help themselves and others. The object of wise giving is to reduce forces over the long term by cooperating and sharing with others the amount of energy they need in the short term. The expression of energy may or may not include money, which is compressed energy. For example, lending a hand with a difficult task that requires more than one person, or providing a short-term loan to get through a rough spot, which is then repaid in some way as

promised, or sharing knowledge and objects in an equitable relationship.

On the other hand, unwise giving can produce selfishness in others, thereby *creating* forces. Unwise giving can be characterized as taking care of other's issues and problems *without their participation*. For example, paying someone's debt without them learning from the experience, thereby repeating it again and again, or building a dependency on you such that they cease their own creativity and growth, and give away their freedom and personal power.

Relationships—and the forces created through relationships—are ultimately about people and the way they interact with each other over long periods of time. From the business perspective, managing your relationships through tools such as Relationship Network Management recognizes the need for and power of connecting and collaborating with others, and the impact of those relationships and interactions on future decisions and actions. Critical concepts tied to successful relationships include interdependency, trust, openness, flow and equitability.

Another way that people increase internal forces is by being irresponsible with their abilities. For example, when a worker claims to have a capability they do not have, or perhaps responding to what others think they can do while knowing they do

not have that capability. While this can be balanced by a continuous cycle of learning, expanding and working with others, wisdom must be engaged to ensure that insurmountable forces are not put into play.

[Your Thoughts]



Idea 4: We can choose to reduce the forces in our lives.

The likelihood of reducing forces to zero while living in our world is minimal; it would be difficult to have any kind of life without forces, and indeed forces can accelerate learning and incentivize creativity. On the other hand, persistent negative forces can destabilize a system, causing change and inducing conflict.

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INSIGHT: It would be difficult to have any kind of life without forces.

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A system will stay stuck as long as there is a balance of opposing forces. Changes only come by upsetting the balance. This is the theory that underlies Kurt Lewin's force field model.⁹ Kurt is the German-American psychologist who is credited with founding the field of social psychology.

* * * * *

EXERCISE: *Force Field Analysis*

A force field analysis can be used to help identify forces in place that support or work against a solution, issue or problem. It helps illustrate the

driving forces that can be reinforced or the restraining forces that could be eliminated or reduced. It also helps identify positive forces that can be strengthened to propel a project forward.

STEP 1: The process begins with a “T” diagram. Write the current problem and the ideal situation or outcome to the problem at the top of the diagram.

STEP 2: Evaluate the forces driving the ideal state and list those on the left-hand side of the diagram. List the restraining forces, or forces that are holding the team or organization from attaining the idea situation, on the right-hand side.

STEP 3: When all the forces have been identified and listed, evaluate the list. Ask which restraining forces might be reduced, or which driving forces may be enhanced, to bring you closer to the ideal situation.

STEP 4: Prioritize the driving forces that can be strengthened, and restraining forces that would allow the most movement toward the ideal state if they were removed.

STEP 5: Decide how to strengthen the positive elements and decrease the occurrence and ramifications of the negative elements, and *take actions to do so*.

Here’s a sample of a force field analysis diagram, which we used years ago in training materials for the U.S. Navy.

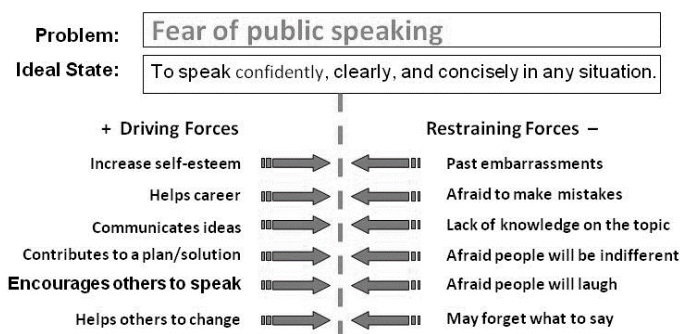


Figure 3. A sample force field analysis diagram.

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The fundamental cause of conflict is separation. Forces grow from this one element more than any other. We are social creatures; our brains are linked together. Because of this, how we interact with each other plays an important role in the amount of force we experience. This was introduced in the previous idea, but is so important that maybe it's a good idea to have a bit more conversation about it! Perhaps a few more examples.

Let's say you are a member of a team or focus group and closed to other people's ideas while promoting your own. You are producing forces that will need to be dealt with. When you are engaged in dialogue, listening to other's ideas with openness, humility and appreciation, you are not producing forces, and the thoughts of the group are coming closer to heading the same direction.

Earlier, we talked about unwise giving producing forces. At the other end of the spectrum, actions that connect people without producing forces, and that help to reduce forces already in play, are based on inclusiveness, wise giving and love. Consider these three aspects in terms of amplitude, frequency and direction, and it is clear how powerful they are in reducing forces both inside and outside ourselves. One outcome is the goodwill of others and, working together, the opportunity to bring about positive changes that keep on growing.

A number of years ago a movie came out which included the idea of “pay it forward.” In terms of behavior modeling and learning, this is similar to the effective “train-the-trainer” and “educate the educator” approaches in the business arena. As we are just beginning to recognize our interconnectedness and morph into a global world—and the necessity of moving forward together while simultaneously tapping into the amazing diversity of thought and individual capabilities—we discovered a secret. *Our thoughts and feelings coupled with collaboration and knowledge sharing are actually creating our future.*

If what we project outward is force with the power of that force dependent on amplitude, frequency and direction, then we are going to bang up against other forces, weaker or stronger, with similar characteristics. If we create together with

others in service to the greater whole, then fewer forces accompany that creation process. For example, consider development of an innovation that will help other people live more creative lives, that is, creating something that saves others time and effort so that they have a larger opportunity to create. Everyone wins! Remember learning the “win-win” idea somewhere along your career? Let’s not forget that this IS possible.

The ability to collectively engage diversity and individuation in intelligent activity not only reduces forces, but causes expansion of all those involved. It also positively affects those being directly touched and those that are touched by the resulting products and processes. In other words, similar to the butterfly effect in complexity theory, there *is* the potential to change the world. We *are* creators and innovation *is* an outcome of our creativity.

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INSIGHT: The ability to collectively engage diversity and individuation in intelligent activity not only reduces forces, but causes expansion of all those involved.

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When conscious of a situation and recognizing the forces related to that situation, erratic forces can be eliminated. In every circumstance, there is a way to improve a situation where strong forces are in play

by working with others, engaging in planning and having the freedom to act intelligently and wisely.

Who are these others with whom we engage? They come from all walks of life, from all of the social groups of which we are a part at the family, community, organizational, country and global levels. The value of inclusiveness is additive. It builds on openness and the recognition of the creative power of diversity and variety, while simultaneously seeking close relationships built on personal resonance, an event significant beyond surface meaning, connecting values, beliefs and dreams. For example, in the journey of developing friendships you might ask: Is this person virtuous? Do they seek consciousness-expanding experiences? How do they treat others? Or, you might look for places where you can be with people less selfish than yourself.

Truth, which is conceptual in nature, is mentally constructed and connected to the lower mental thought of logic. Truth can reduce forces. However, because it is a variable that changes and grows over time, it can only be effectively used during a limited period of time.

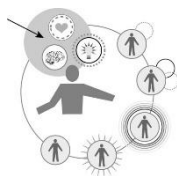
At the personal level, we tend to choose to reduce forces as we age. The sheer weight of navigating traffic, waiting in lines, repeatedly accomplishing mundane tasks, and generally navigating the ins and outs of life in terms of

paperwork and deadlines begs us to change our life style.

Humans have a propensity for increasing the complexity of their lives when they stay in a specific situation, year after year expanding their baseline of activity and taking on new responsibilities and obligations, and thereby increasing the forces in their lives. This happens in the home setting, in volunteer organizations and in the workplace. The military learned long ago the value of rotating people every 2-3 years!

The secret, of course, is to know ourselves and our capabilities, choose our environment carefully, set limits and ensure that our thoughts and activities are outward focused, creatively and wisely serving others so that they may serve others, collectively engaging in intelligent activity.

[Your Thoughts]



Idea 5: The greater the spiritual thought and direction to any movement, the fewer forces are present.

To fully appreciate this idea, we need to have agreement on the meaning of spiritual. We're not talking about religion here; rather, a connection, a feeling of Oneness of all people. More formally, we define spiritual to mean pertaining to the soul, or, from *Oxford Dictionary*, "standing in relationship to another based on matters of the soul."¹⁰

Of course, that begs the question: How do you define "soul"? Putting aside belief sets for a few minutes—which could keep us engaged in this conversation for many years—let's agree to agree generally that the soul represents *the animating principle of human life in terms of thought and action*. And let's add that this animating principle is specifically focused on life's moral aspects, the emotional part of human nature, and higher development of the mental faculties. If we wanted to be more philosophical, we could add that the soul is the vital, sensitive or rational principle in human beings.¹¹

A number of years ago I participated in a short research study asking: Do human characteristics that are spiritual in nature contribute to the learning process?¹² A first step was to identify human

characteristics spiritual in nature. To start that process we chose two primary sources: (1) text reference materials, which included dictionaries and multiple-author reference books focused on the great ideas, modern thought and human thought; and (2) a bevy of randomly-collected books in the spirituality section of our 27,000-volume research library. Beyond identifying repetitions, we added to the mix our own intuition and speculation on which of the multiple repetitive concepts introduced in the various reference texts represented the highest order of human evolution. These characteristics were not forwarded as an exclusive set, but rather as indicators of the nature of the spiritual human.

As an aside, now you see a small part of my research side. And it may surprise you to know that most people have a piece of this in them as well. For example, how do you choose what vitamins to take? Before potty-training a child, did you ask others how they went about it? If you have an illness, do you explore references and research on that illness? Do you ask about the drugs you are given or choose to take? If you are a builder, do you use plans?

So, we came up with an interesting set of spiritual characteristics. Of course, we also paid close attention to the definition, which helped us group them. First, was a set of characteristics considered emotional in nature, which had a subject/object relationship denoting feelings or a

feeling about a certain event. The “subject” is the “I” (or “you”), the individual as a learner. Because these characteristics all require an object as well, they are context-sensitive and situation dependent, or we could use the term time-sensitive, as is all knowledge. That just means that the “object” part of the relationship changes from situation to situation. And time-sensitive refers to an occurrence of a feeling or feeling activity at a particular time or for a bounded period of time. You’ll see what I mean when I share these with you.

And, here they are: *aliveness, caring, compassion, eagerness, empathy, expectancy, harmony, joy, love, respect, sensitivity, tolerance and willingness*. Here’s how to think about each of these: “I feel alive” in response to a surrounding, or a stimulating event or series of events, or a person. See the table on the next page for an idea about how to think about this set of spiritual characteristics.

Now, it’s interesting to note that each of these “events” can become a “condition” of life as the “object” moves beyond an event, person or thing to a more holistic concept embracing humanity and the world in general. An example would be moving beyond love of a person or thing to living life fully in the condition of love. “Love” still denotes some form of generative activity such as emotional involvement, even when addressed toward the world in general. This would be a higher order of love, or

what is sometimes described with the Latin word *agape*.

aliveness	“I feel alive” in response to surroundings, or a stimulating event or series of events, or a person
caring	“I care about _____”
compassion	“I have compassion towards _____”
eagerness	“I am eager to _____”
empathy	“I have empathy towards _____”
expectancy	“I expect _____ to happen/to come”
harmony	“I am in harmony with _____”
joy	“I feel joy about/because _____”
love	“I love _____”
respect	“I respect _____”
sensitivity	“I am sensitive about/to _____”
tolerance	“I am tolerant of _____”
willingness	“I am willing to _____”

Table 1: *Subject (“I”) in relationship with Object (Event, Person or Thing)*

The second group of characteristics represent a state-of-being, with “being” meaning a condition, nature or essence. These characteristics, which are descriptive, are: *abundance, authenticity, awareness, connectedness, consistency, grace, morality, openness, presence, readiness, unfoldment* and *wonder*. When considered as a condition or the nature of a person, they are continuous, or a “mark of character” as my dad used to say. They are not

temporal, but long-term, or possibly *life* characteristics.

These characteristics can be chosen and “trained in.” For example, a Buddhist monk can undergo years of training, reflection and contemplation prior to achieving states of expanded awareness. And, while initially events and interactions occurring during this preparation period may reflect in subject/object terms and be situational, over time they blend into a larger state-of-being. Thus, we recognize the fuzziness between the temporal and the non-temporal.

The research study goes on to connect these characteristics to learning, which actually makes sense when you think about it. Spirituality has very much to do with connectedness, recognizing the Oneness of humanity, and we are social learners, but that’s another book.

However, these two groupings of behaviors and conditions provide us a good set of characteristics that are spiritual in nature, which can serve as guidance for our spiritual growth. As we become more spiritual in the way we live, we reduce the amount of force in our lives. By opening our minds and hearts and working together in co-service to a global world, co-evolving and expanding with that world and in service to others who in turn can serve others, we move closer to that state.

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INSIGHT: As we become more spiritual in the way we live, we reduce the amount of force in our lives.

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We started this idea noting that it would be impossible to live in this world without forces. But what if that was possible? What if we could unify all of our senses, with everything working together, moving us into that somewhat nebulous state of enlightenment? Okay, let's explore that dream for a minute or two.

We know that as humans we live in the physical, mental and emotional, and most of us do recognize that we are also spiritual beings. So, what are the highest virtues in these three areas of our focus? Hmmm. For the physical, I would contend that it's cooperation and collaboration; for the mental it's definitely truth; and for the emotional it has to be compassion moving toward unconditional love, with wise giving a path in this direction. I equate spirituality with Oneness.

But maybe there's one more thing as well. What about our intuition? Okay, while that certainly is spiritual in nature, let's call it intuition. I think for that focus, the highest virtue would be beauty, because beauty balances our senses and it IS a sense. You can read the *Conscious Look Book* on

Transcendent Beauty to see what I mean by this. Beauty is transcendent, a short-cut to expanding our consciousness.

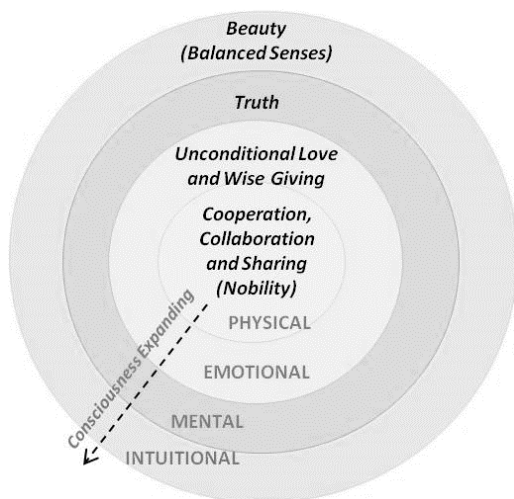


Figure 4. *Fully engaging the balanced senses in all of our focus areas.*

In our dream, what if all of these things became part of our reality: a global humanity were cooperating and collaborating, learning and sharing that learning; people became seekers of ever-higher truths; people made the choice of conscious compassion, ever growing toward unconditional love; AND individuals fully participated in their personal experiences of beauty, sharing that beauty with the larger world. WOW! Can't feel any forces pushing against us there! Let's keep dreaming.

[Your Thoughts]



Idea 6: Forces can serve as sources of growth.

We did some pretty good dreaming in our conversation about the previous idea. Still, on the path to this dream, there's lots of learning opportunities for each of us. *And these learning opportunities engage forces as sources of growth.* A system or a field—whether we're talking about people or organizations—can simply not stay in stasis for very long. Even sustainability requires growth!

Since we've done a pretty good job focusing on people in developing the last idea, let's focus on organizations for this discussion.

In the complex adaptive system that is an organization, there are many forces at work. This makes sense considering the multitude of people involved and activities underway that affect the sustainability of the organization. By harnessing, directing, and/or nurturing the major forces, the organization can work with its partners and stakeholders to use its major resources to achieve maximum effectiveness.

A good organizational strategy identifies the major strengths, or forces, within the organization, and those that help mitigate and take advantage of changing day-to-day external threats and opportunities. An important aspect of strategy

development is recognizing and monitoring the fundamental forces within the organization to ensure that these forces are aligned to maximize their effectiveness in creating sustainable collaborative advantage.

Wow, was that a mouthful! But you know what I mean. Alignment means that these forces are moving the organization in the same direction, what we called in the U.S. Navy a “connectedness of choices.” This also means that these forces are coordinated, or correlated, such that they reinforce each other rather than push against each other. We’re going to talk more about that in the next idea.

The primary forces in an organization can be considered in light of the following: (1) The short-term effectiveness of an organization depends on the actions of all of its employees, and (2) The long-term health (sustainability) of an organization is partially determined by the same set of actions of all employees seen from their downstream consequences and their implications for the future.

Being able to take effective actions every day is a function of the knowledge and intent of employees. The environment and the organization’s knowledge are correlated when that knowledge, as applied by the workforce, is directly related to those areas in the environment consistent with the organization’s direction and needs. This means that the knowledge created and used by employees to respond to a

shifting environment is either within the organization or available to the organization.

This quick discussion has surfaced three of the four primary forces in an organization: the force of direction, the force of intent and the force of knowledge. The fourth force in an organization is knowing. These same four forces are at work and play in our individual lives! We'll briefly look a bit closer at all four of these forces.

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INSIGHT: The four primary forces in an organization are direction, intent, knowledge and knowing. These same forces are at work and play in our individual lives!

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Direction serves as the compass for the organization as it moves into an uncharted future. Direction both limits organizational activities within some action space surrounding the chosen direction, and conserves energy by defining those areas in which the organization is *not* interested.

To determine direction, there must first be a vision and understanding of what is required to make the journey. Direction is the journey toward that vision, acting on the organizational reason for being and providing spirit and purpose to all employees. It is also used to explain why the organization must be

as it is—providing sound reasons for collaboration, empowerment, etc.

This is the same thing for us as individuals. We've got to have at least a feeling of the direction we want to head, that is: What do I enjoy doing? What do I have passion around? What do I want to accomplish in life?

The strength of the force of direction is measured by organizational cohesion, the line of sight, and the connectedness of choices. There's that phrase again; you have to admit, it's pretty catchy. In this context, it means that decisions made at all levels of the organization, while different, are based on a common, clear direction for the future. Decisions are made in a cohesive fashion based on an understanding of both (1) why that direction is desirable; and (2) the role that individual decisions play with respect to immediate objectives in support of the larger shared vision.

While approaches and methods may shift and change during the journey, planning serves as a powerful mental tool. Think about that for a few minutes. Planning sure comes in handy for a lot of things in life; even simple things like going on a picnic, or picking up the kids from school, or going out on a date. Just like at home, in an organization the level of communication, the alignment of activities, and the effectiveness of operations all

impact the force of direction. This is the journey toward intelligent activity.

Intention is an act or instance of determining mentally upon some action or result. This is a powerful human tool, since, whether consciously or unconsciously, it sets the direction that we head.

Change occurs from the perceived current state of reality and, by choice, in the direction determined by intention with the intended result taking control, leading from the problem to the solution. Intention includes the purpose and attitude toward the effect of one's actions, the outcome, with purpose implying having a goal or the determination to achieve something and attitude encompassing loyalty and dedication to that goal.

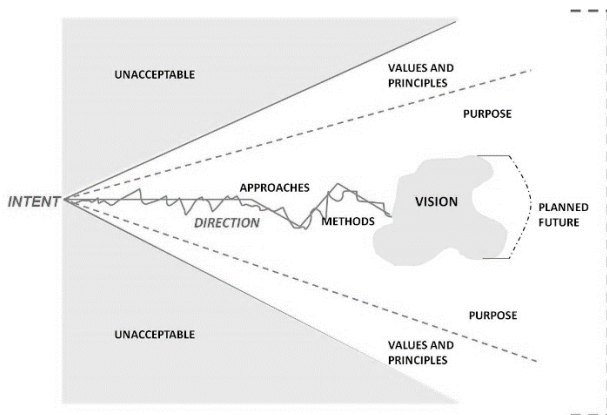


Figure 5. *Driven by intent, direction is the journey toward intelligent activity.*

Remember, while we're focusing on an organization in this conversation, all that we're talking about has to do with people as well! Since everything is energy and patterns of energy—and thoughts are energy—the intention set by your thoughts is what you are going to be focused on. Everything that exists in physical reality was a thought first!

Intent focuses the energy and knowledge of the organization, and is the power and consistency that gains the admiration of the marketplace. Knowledge is the “know how”—at least to the best of our current understanding—and *intent is the power to focus that knowledge and sustain the direction*. The strength (amplitude) of the force of intent is measured by the desire, willingness and energy of every member of the organization.

Knowledge is the fundamental force of the organization, tied directly to action, and consisting of the creation, sharing, dissemination, leveraging and application of knowledge. The strength of the force of knowledge is measured by capacity, competency, connectivity and flow. Capacity includes the ability to develop, deploy, evaluate, provide feedback and sustain the planned change. Competency is having the right knowledge, skills, abilities and behaviors to meet both short-term and long-term goals. Connectivity, collaboration and knowledge sharing become critical assets to fully and positively engage

the force of knowledge. An interesting use of force to bring ideas together is creative abrasion. This describes the interaction of people with diverse ideas as they push and learn from each other, bouncing ideas back and forth. Because they are engaging in enough different things, these ideas start to clash in really interesting ways. This can also be referred to as the edge of chaos, a state that supports the emergence of creative ideas such that open participants adjust their mental models. Have you ever participated in an exchange such as this? The ideas that emerge are amazing!

Knowing is the fourth primary force engaged by the intelligent organization. Knowing is a blending of the mental capabilities of observing and perceiving a situation, the mental processing that must occur to understand the external world and make maximum use of our intuition and experiences, and the ability to create deep knowledge and act on that knowledge.

It's pretty easy to see that "knowing" can only occur within YOU as part of the organization! Yep, it's an individual capability. However, knowing can be elevated to the organizational level by using and combining the insights and experiences of individuals through dialogue and collaboration within teams, groups and communities. Such efforts significantly improve the quality of understanding and responsiveness of actions taken by the

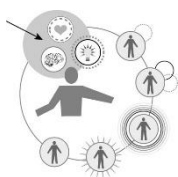
organization. They also greatly expand the scope of complex situations that can be handed through knowing because of the deeper resources brought to bear.

In U.S. Navy language, knowing is the tip of the spear, penetrating the haze of complexity. As an analogy, knowing represents fog lights into the future. The strength of the force of knowing is measured by an organization's ability to collectively perceive, interpret, and make sense of the environment, and take effective actions.

As can be seen, all of these forces—and many others that move in and out of the sphere of the organization as well as our personal lives—come with opportunities. How we use them in our lives and in our organizations is a choice.

Will McWhinney, a designer and educator, said that conflict, the failure to manage differences in worldviews (multiple constructions of reality), is **induced in all consciously chosen change**.

“Because conflict is present in every process of intentional change, all methods of change must deal with conflict, in some cases trivially, in others centrally.”¹³ This implies that as humans become conscious and through this consciousness act with intent on the world within which they live, they induce conflict. This is part of the creative process, part of change, the conscious use of force(s) to create.



Idea 7: Forces can be correlated in service to a larger whole.

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Continuing with a focus on the organization, the objective of the correlation of forces strategy is where the right set of critical success factors are managed such that each of the four forces (knowledge, intent, direction and knowing) are maximized to support organizational goals and objectives. Of course, this happens through the actions of individual employees.

This can only be successful, when the goals of the organization are those of service to others, empowering or facilitating others to be of greater service to themselves and to others, contributing to the larger whole. To understand this, consider the organization as an individual and apply the earlier conversation regarding the concepts of selfishness and self-centeredness. Imagine those characteristics in the managers of the organization. The same patterns emerging within an individual can emerge within an organization (and vice versa), and, because larger forces are at play, have consequences potentially fatal to the organization.

The four forces of direction, intent, knowledge and knowing must work together in a synergistic manner so they can mutually support each other

through the critical success factors and day-to-day operation of collaborative leaders and knowledge workers. Highly dynamic and responsive to external pressures, the correlated organization may perform at a point on the operational spectrum that utilizes less of one resource and more of another, achieving a higher gain than if these resources were added separately. Through this process, the organization achieves the maximum probability of co-evolving with the environment and creating sustainable collaborative advantage.

Let's use a simple home example. Let's say that you have two cars and two drivers with two different time requirements, but, then, one of the cars develops brake problems. Planning comes into play. You postpone an early-morning meeting so that you can drop the kids off at school. Your spouse arranges for the car to be picked up, and where the keys will be left, and calls a friend for a ride to work. Your oldest daughter suggests that she keep the car and drop off the younger siblings, but you nix that idea. (She's only had her license a week. No sense putting additional forces into play!) However, you make sure she knows she's to come home immediately after school just in case something goes awry. Your spouse may not make it home by the time the younger kids arrive from school. And, other than a little pouting from the oldest daughter, working together everything is just fine.

As we move to the end of our conversation, consider these four forces. Direction sets the compass, giving meaning to the trip, and offers a vision of what to strive towards. Intent provides the energy and consistency of movement, the power of creativity. Knowledge provides the competency to take the right actions. Knowing provides a deeper understanding of the environment and how to deal with it over the long term.

These forces are aligned when:

- Direction is set and understood.
- Intent moves collaboration in the desired direction.
- Knowledge ensures actions follow intent and direction.
- Knowing improves knowledge, bolsters intent, and signals society whether the actions and directions are on track.

The correlation of forces, which is a movement of these forces in the same direction, with all of them working together, is consistent with the pursuit of intelligent activity. However, it is largely about *how* these forces are used. When unintelligent activity is engaged, there are additional forces produced that are out of phase with the initial forces being employed for growth. This out-of-phase energy produces a series of incidents that can clog or stop the system.

We think of ourselves as separate, which introduces limits to our ability to cooperate and share. When we can't or don't share, when we don't work together, forces are created, and we struggle and/or compete against others. Indeed, competition, whether in business, academics or sports, has been a hallmark of the 20th century, producing more negative than positive life experiences. It doesn't matter if you "win" the game of force or "lose" it, there are negative results in terms of ego, separation, arrogance, loneliness, anger, frustration, desperation, etc., which all lead to a reduction of consciousness. As we intuitively know, *it's time for a model based on collaboration.*

What does this mean to me?

All right, let's get down to the bottom line here. What is my take-away? How can all this make a difference in my experience of life, in my job, in my relationships?

Let's bullet a few highlights, and you might reflect on what behaviors you may wish to change because of this learning.

-  Choose wisely when engaging forces. When we deliberately create against an activity or force already in play and accomplish our objective, we produce maximum levels of force.
-  You cannot control others for long. However, through your choices you can control yourself.
-  Acting selfishly produces strong forces that may have both short and long-term consequences.
-  A fundamental cause of conflict is separation. How we interact with others plays an important role in the forces that are produced.
-  Forces engaged in our lives can be reduced by following a spiritual path.



The forces of direction, intent, knowledge and knowing can be harnessed to achieve sustainable growth.



The correlation of forces in an organization can be maximized to support the organizational goals and objectives through the actions of individual employees.

While forces are a part of our lives, through understanding these forces, we can choose when, and when not, to engage them.

YOU choose!

This volume of **Conscious Look Books** builds conversationally on the ideas presented in *The Profundity and Bifurcation of Change Part I: Laying the Groundwork*, largely presented in Chapter 3: “Forces We Act Upon” and *Part III: Learning in the Present*, Chapter 20: “Stuck Energy: Limiting and Accelerating.” Co-authors of the original text include David Bennet, Arthur Shelley, Theresa Bullard, John Lewis and Donna Panucci. Full references are available in the original text, which is published by MQIPress, Frost, WV (2017), and available as an eBook on www.amazon.com

Endnotes

¹ Quoted from Walsch, R. (2009). *Essential Spirituality: Exercises from the World's Religions to Cultivate Kindness, Love, Joy, Peace, Vision, Wisdom and Generosity*. New York: John Wiley & Sons, 165.

² Intelligent activity is a state of interaction where intent, purpose, direction, values and expected outcomes are clearly understood and communicated among all parties, reflecting wisdom and achieving a higher truth.

³ See Klivington, K. (1989). *The Science of Mind*. Cambridge, MA: MIT Press.

⁴ See Reiter, R.J. (1994). "Melatonin Suppression by Static and Extremely Low Frequency Electromagnetic Fields: Relationship to the Reported Increased Incidence of Cancer" in *Reviews of Environmental Health* 10 (3-4), 171-86.

⁵ See Collinge, W. (1998). *Where Ancient Wisdom and Modern Science Meet ... Subtle Energy: Awakening to the Unseen Forces in Our Lives*. New York: Warner Books.

⁶ From 2004 to the present, physicist Niles MacFlouer has presented weekly radio shows: BBSRadio.com (#1-#480), KXAM (#1-#13) and *Why Life Is* (continuing). Retrieved from http://www.agelesswisdom.com/archives_of_radio_shows.htm

⁷ From *Encarta World English Dictionary* (1999). New York: St Martin's Press.

⁸ Ibid.

⁹ See Lewin, K. (1946). "Force Field Analysis" in *The 1973 Annual Handbook for Group Facilitators*, pp. 111-13.

¹⁰ From *Oxford English Dictionary* (5th Ed.) (2002) Volumes 1 and 2. Oxford: Oxford University Press, 2963.

¹¹ Ibid, p. 2928

¹² See Bennet, A. and Bennet, D. (2007). “The Knowledge and Knowing of Spiritual Learning” in *VINE: The journal of information and knowledge management systems*, Vol 37, No. 2, 150-168.

¹³ Quoted from McWhinney, W. (1997). *Paths of Change: Strategic Choices for Organizations and Society*. Thousand Oaks, CA: SAGE Publications, Inc., 61.

The Volumes in
Possibilities that are YOU!

All Things in Balance

The Art of Thought Adjusting

Associative Patterning and Attracting

Beyond Action

The Bifurcation

Connections as Patterns

Conscious Compassion

The Creative Leap

The Emerging Self

The Emoting Guidance System

Engaging Forces

The ERC's of Intuition

Grounding

The Humanness of Humility

Intention and Attention

Knowing

Living Virtues for Today

ME as Co-Creator

Seeking Wisdom

Staying on the Path

Transcendent Beauty

Truth in Context

Forces are a part of our everyday world, and we are fully participative in their use! When we deliberately create against an activity or force already in play and accomplish our objective, we produce maximum levels of force. The more people are heading in the same direction, wanting the same rights such as freedom and choice and working together to ensure those rights, the fewer forces are created.

