

Mind OS:
How the “operating system of the human mind”
Is the Ultimate Solution to Every Personal
Problem

By

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INTRODUCTION

When I started work on this technology a decade ago, I had no idea how powerful it would become. I simply wanted to make psychology easy to understand, so people just like you can know everything I know about the human mind. I want to show people why they do what they do, and with that knowledge of how people think—including yourself—comes increased ability to get results, be it in personal life or the business arena.

I found that by using diagrams the invisible world of psychology becomes visible. While folklore and anecdotes effectively communicate a point, pictures really are worth a thousand words and can communicate both effectively *and* efficiently.

Stories are, in fact, like painting pictures with words. They are vistas to explore. They are puzzles to solve. Sometimes stories even answer their own problems if you follow their plot for long enough. The climax is at the end my friend, and so I ask that you see this entire book as a story, too. You don't get the full reward until the end. Read.

People used to go to psychoanalysts to share their stories of life and have them interpreted instead of just being prescribed a pill during a five-minute session. Problem is, psychoanalysis has become very expensive. Even if it is the most effective therapy money can buy, HMOs often won't approve the costs, covering a percentage of a few treatments, at most. Not to mention the drug companies, who see themselves as makers of a product rather than custodians of healing science.

Now, instead of people like you or me having to spend a fortune for years of psychoanalysis that no insurer will pay for, there is another way. The time it takes to understand all of your problems—in business, career, relationships and daily life—can be drastically shortened through my visual system, MindOS™.

MindOS can give you something beyond private psychoanalysis—the ability to understand *other people's* psychology in addition to your own. It can be applied to an individual or an organization. You'll love it. Read this book and start psychoanalyzing for yourself. With a better understanding of yourself and others comes a greater ability to succeed. This is the resource you've needed.

Since a business can be defined legally as a “person,” the Mind Operating System and its diagrams apply to a business as well as to an individual person. These diagrams form my patented system of solving any social, professional, personal or psychological dilemma or problem. Through an easy method of analyzing problems in common layman's language you'll have immediate, sensible solutions.

Ever gone to a “trusted” accounting firm to handle your money, only to find that a couple of years later, prosecutors are breathing down their necks? Ever work for decades for a company of dubious ethics and find your retirement has evaporated? Ever have the perfect business plan and years later find that your partners have deserted you? Mind OS, the operating system of the human mind explains why. It's all about the “character” of business.

That's business. What about your personal life?

In this country, one in five people has had a major anxiety disorder. That's more than 50 million people. Somewhere around one in six have suffered depression. And what about stress? In this day and age, science, which used to have the answers, is now mucked together with advertising and profiteering. So who are you supposed to go to for answers to your personal problems?

If you've ever read a hard science research article, you probably find it's gobbledegook that no one can understand, including many doctors themselves. How are you supposed to get the information you need? Ever not know what to do about a bad marriage, a bad job, a down economy, or a bad mood? Certainly the FDA either doesn't understand, or want to understand, real science, judging from all of the recent fiascoes like Vioxx and Celebrex. And their drugs don't come with the information that for mild to moderate depression and anxiety, simple psychotherapy and regular exercise have been proven to be as effective as their latest FDA-approved antidepressants.

Sometimes people have to take their health into their own hands, and they often go out to the supermarket and buy all kinds of "vitamins" or "herbal products." St. John's Wort was recently shown to have no effect whatsoever on depression in a study of 2000 patients. Kava kava was known to kill some folks, but hey, it was quite profitable for a while. Ephedra also was known to kill some athletes, but it was satisfying for the stockholders before the FDA took it off the market. It appears the FDA has not only failed to protect us from drugs, they can't even protect us from plants!

Well, I believe that if you have a severe health problem, you need to get under a doctor's care. For the everyday life and business problems, you really need to take matters into your own hands—but under some real guidance from science put in easy language. You see, science and business really can work hand-in-hand for everyone's benefit, but only through one common feature. You've seen the FDA and medical scandals of the past several years. You've seen all of the businesses tank in accounting scandals in the past decade. So what's the solution to all of it? High character.

That's what I hope to do for you in this book. To teach you the very anatomy of high character as the solution to any business or personal problem you might have. By doing this in intricate yet simple detail, you'll see for the first time *the practical skills to build character and analyze it in others*. This ability will not be an "opinion," but a method supported by science. You will also see how a business itself can have a unique identity, character strengths and character weaknesses, just like a lone person can.

If you really want to master your life or your career or both, you will first have to master yourself, and then learn how to guide others to mastery of their own psychology. A business is composed of individuals and individuals are composed of psychology; so if you don't master the simple elements of psychology, you will someday find yourself caught in a hurricane of professional, financial and personal crises. And like the corporate scandals, deadly FDA-approved drugs, and other ethical failures, you'll ask, "How could this have happened?"

I'll teach you graphically how, in detail and in simple words. Then I'll show you how to fix and prevent such problems in the future.

Even if you are a non-corporate individual, you will need to learn all that follows, for your life has a business of its own to attend to and your name is the brand.

This is a new technology never seen before, and I want to share it with you at a fraction of the cost of therapy, expert consultation, or all of the other "products" out there—from good science to infomercial gimmicks.

This Mind Operating System is synthesized out of ideas formally known as psychodynamic psychotherapy, transactional analysis, self-psychology, object relations, cognitive-behavioral therapy, dialectical behavioral therapy, positive psychology, interpersonal therapy, group therapy, solution-focused therapy, neurolinguistic programming, Jungian therapy, and the Nash Equilibrium, from the tenets of the Game Theory of Economics for starters, among many others.

Bleech! Complicated words. Let's make it easy instead, in normal language. Most people at least know the basics of computers, so we'll borrow some terms from the computer world and other simple metaphors.

Mind OS, the operating system of the human mind, is just as it sounds. It is a foundation on which any area of human behavior can operate, just as software programs run on a computer operating system. However, as you may know, a software program could be wonderfully useful, but it's only as practical and useful as the operating system it runs on.

Your "character" or your business' "character" are, in fact, an operating system. They filter everything you learn, feel or do, and interpret what they mean. Low character slows you down in reaching success. High character accelerates you toward leadership and solutions.

Mind OS is the next generation of self-help, and it is simultaneously the so-called holy grail of psychological theory. It is the only comprehensive Unification Theory and system, constructed from all former schools of psychology theory and self-help. It integrates only the best of the best of works you have already read, and makes them work together at a higher level of usefulness to your life.

It uses everyday language you know well—words like “stress,” “failure,” and “self-esteem,” and it uses diagrams to economize your crystal-clear understanding. I want to start a tidalwave of personal empowerment that uses both simple language, and simple pictures, as well as real, hardcore science that can be counted on.

We’ll begin with a metaphor—a child’s tale updated for today’s problems. One that gives you a beginning guide to solving each and every problem you could possibly face in life—*The Tortoise and Hare Quit the Rat Race*.

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CHAPTER ONE: The Tortoise and Hare Quit the Rat Race

"What a dull, slow, heavy creature, this Tortoise!" said the Hare.

"Not really dull, but slow and heavy, you are right," said the Rat.

"And you, Rat," said the Hare, "Not so heavy, but just as dull. You are weaker than either of us. Nothing but an average rat. Average weight, and average smarts. A thin bag of Rat-bones. No hard shell to protect you like the Tortoise has, and no racing muscles as big as mine!"

"Just because the Rat is average," said the Tortoise, "doesn't mean he isn't capable of great things. It is up to him—to decide to do the things that make one great—just like someone as heavy as me."

"I completely disagree," said the Hare.

"We'll see," said the Tortoise, "because I'll run with you both for a wager."

"Done," said the Hare, and then they asked the Fox to be the judge.

The Tortoise, the Hare, and the Rat debated so loudly that a crowd of Rats gathered to see what all the fuss was about. Finally, the starting gun fired and the Hare scampered far, far ahead.

The Rat, amazed at the speed with which the Hare hopped, simply stopped a few steps beyond the starting line. "What's the use?" he said. "I can beat the Tortoise, but I would never catch that Hare! I have better things to do, like digging through garbage cans for an easy prize—one I can taste—a nice, leftover piece of meat or bread."

Meanwhile, the Hare laid down midway in the course, and took a nap.

"No worries," the Hare said. "I bet I can catch up with the Tortoise when I please."

But the Tortoise kept jogging until he came near the end of the course.

The Hare awoke too late to see the Tortoise inching toward the finish line. He scuttled as fast as he could but the Tortoise had already won by a scrawny neck's length.

The crowd of Rats was left scratching their heads with their hind paws. Where had the race gone so wrong? Their own brother-Rat had barely left the starting gate, where he remained in silent hesitation. Then again, most Rats never manage to leave the starting gate of life in general.

We must begin our understanding of psychology with a new version of this very old fable for a specific reason. I was in residency training in psychiatry and dumbfounded by how difficult the science literature was for ordinary people to understand. Maybe that makes me ordinary like you! I found myself wasting time trying to translate the real meaning of science research literature, and often turned to self-help books for a little ease in enjoying normal language again.

However, in all of those best sellers, I started to realize there was a lack of real science going on. Often, self-help books and business books are just some guy's personal opinion, with anecdotes from life that aren't repeatable in the real world. They certainly didn't help me much.

Soon, I realized that it would be a good thing to try to bring the world of self-help and the science of psychology together in a way that is both easy to learn and inspiring. I wanted to create a system with scientifically repeatable results for your real-world life, not just some guy's inspirational mumbo-jumbo. So I envisioned a book you could buy or seminar you could see—one that you would never have to buy a sequel to and, when put down, would continue to work in your life rather than fading into memory.

I thought of stories and metaphors that explain the human condition, and I chanced upon that old Tortoise and Hare fable.

Yet when I thought about this old tale, it did not represent all people I know as either being a Tortoise or a Hare in life. In fact, most people I knew at that time of my life weren't like the Tortoise or the Hare. I thought some more about this and realized that there was a missing animal from the fable—a Rat! An animal who is as passive as most of the people I knew, including myself. An animal who is too passive to even join the race to a better life. The Rat is just like those of us so caught up in making a living we run that “rat race” people talk about, scampering around on a wheel and getting nowhere.

Soon, I found a correlation between these three animals that also made scientific sense. We were learning about personal boundaries in my classes, and it occurred to me that the Tortoise in the fable has a great personal boundary: tough against threats—what they call being “thick-skinned,” —and yet with places to pop his head and feet out when there is something good for him to eat or explore.

Both the Rat and the Hare are “thin-skinned” in comparison to the Tortoise—they are easily overcome by the elements of nature during the race. Yet the most profound thing of all about the fable was that both the Tortoise and the Hare at least tried to race. So there needed to be a Rat who didn't even do that. Then all people could be represented by the fable, because we all are either a Hare, a Tortoise, or a Rat at any point in life.

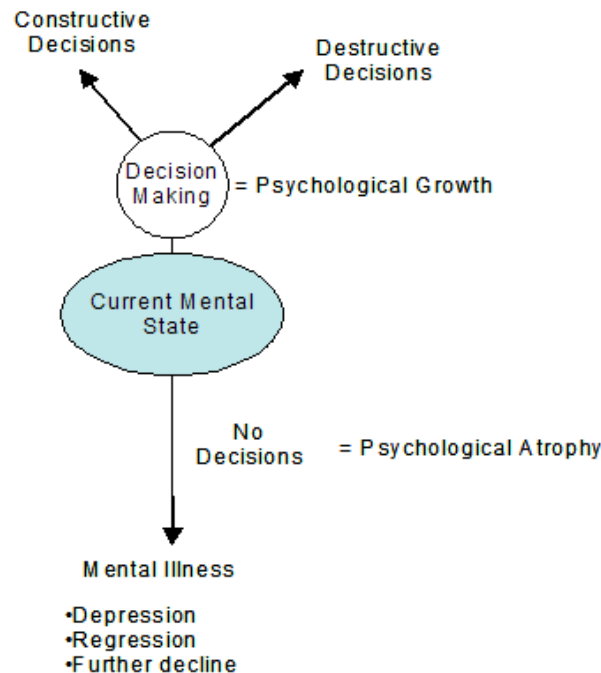
Of all the depressed patients I'd seen, most people tended to get lower and lower in energy until they didn't even try at life anymore. They were just like the Rat in my new fable. It often took a medicine to give them enough of a boost to get going again, with normal energy. However, I've seen just as many people on antidepressant medication who are still not happy and thriving in life. Oftentimes, these people are taking meds and not going to therapy. It then occurred to me that meds alone are not enough to help most depressed people to go from not just suffering to surviving, but onward to thriving.

I started to apply these ideas in my own life, and realized that the first key to solving any problem is to be active rather than passive. To "quit the rat race." Both the Tortoise and the Hare would have the advantage over the Rat in this department. Clearly, it is to our advantage to not be a Rat at life.

The Hare has a difficult flaw too, though. He is so *impulsive*. As I learned about the nature of anxiety through my studies of behavioral therapy, I realized that impulsiveness and avoidant behavior are both caused by one's level of anxiety, ruled by an instinct we all have called the fight-or-flight response. It seemed to me that both the Rat and the Hare struggled with subduing this instinct and getting along in life without being crippled by anxiety. The Rat avoided life by stopping before he'd started and the Hare impulsively misgauged life.

So which was better to be? A Hare or a Rat? It turns out they are both equally impaired in life, and only the Tortoise has the high advantage.

Decisions, the “definition of life”: Growth vs. “Regression”



I soon realized through my little fable that what makes the Tortoise, Hare, and Rat uniquely different from each other is where they stand on *decision-making*. The Tortoise in us wants to make *constructive decisions*. The Hare in us tends to make *destructive decisions*, based on impulsivity—not thinking things through before acting. And finally, the Rat in us just doesn’t make decisions at all. He is completely *passive*.

All of this got me thinking about how these three little animals are in ALL of us. It is only a matter of which one dominates our personality. They race each other inside our mind’s psychology. Even though only one tends to win the struggle for our behavior,

each has a life of his own. So if each of us is dominated by one of these little animals, then what kind of life does each animal lead us to? Just what is the “definition of life”?

You know, the famous author Ernest Hemingway had a definition: “Life is a tragedy,” he said. Bummer. And look what happened to him. He offed himself.

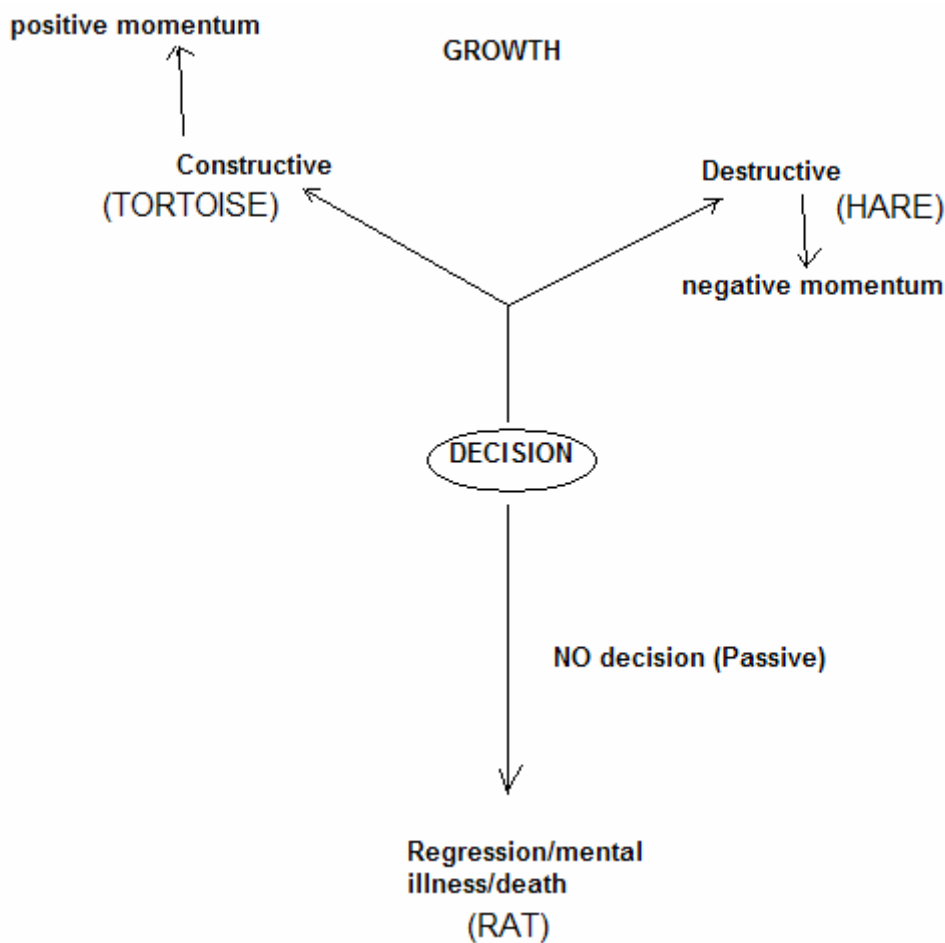
Maybe the same is true of singers Kurt Cobain and Michael Hutchence, and actresses Judy Garland and Marilyn Monroe. They may have had similar “definitions of life.” And yet, you look at Roberto Benigni, the film director of *Life is Beautiful*, and you may notice what a happy guy he was as he trounced over the chairs at the Oscars to accept his prize. We all create our own definitions of life, but what one definition could we all share in common?

Biologists have an answer. They say that “life is irritable.” A living thing is defined as an entity that is impacted by the environment’s stress, and then makes a *purposeful* response to that stress. This implies that a *decision has been made*. Therefore, the only thing that all living things have in common is that they *make decisions*.

Even a tree makes a decision in response to the environment—its branches grow toward sunlight, not toward shade. A frog makes a decision to hop away from a predator. But rocks do not make decisions. When stressed by the environment, they only sit there. Rocks are by definition not alive, a fact which struck me.

The Rat in our story is being passive, and so he too is a little less than *alive*. Which means that when we humans are passive, we are not fully living either. Deep in the indecision of depression and substance abuse, a person will tell you that they feel a “little bit dead, not fully alive.” Did you ever see the film *Traffic*? Or *Leaving Las Vegas*? Depressed people and substance abusers really are a little less alive. Now you know why. It is simply because they have stopped making decisions, and instead have started to let the world (or the drug) make decisions for them.

Don’t be a passive little Rat. Quit the Rat Race today by making some decisions. That is your best starting point *out* of a personal or business problem. Take action, even if it simply means reading the rest of this book.



The diagram above explains the importance of decisions in defining the uniqueness of one's life, making us different from every other person alive. Being *passive* leads to “regression” of your maturity and ultimately to death by depression, substance abuse, etcetera. Being passive makes us just “one of the herd,” not unique from anyone else.

Conversely, any *decision* causes you to undergo personal growth toward a unique life and individualism. The Up arrow means “growth,” and the Down arrow means “regression” to less maturity and, ultimately, death.

Maturity is life. So the Tortoise and Hare are growing, because at least the Hare has a chance to learn from his mistakes, but the Rat is *dying*.

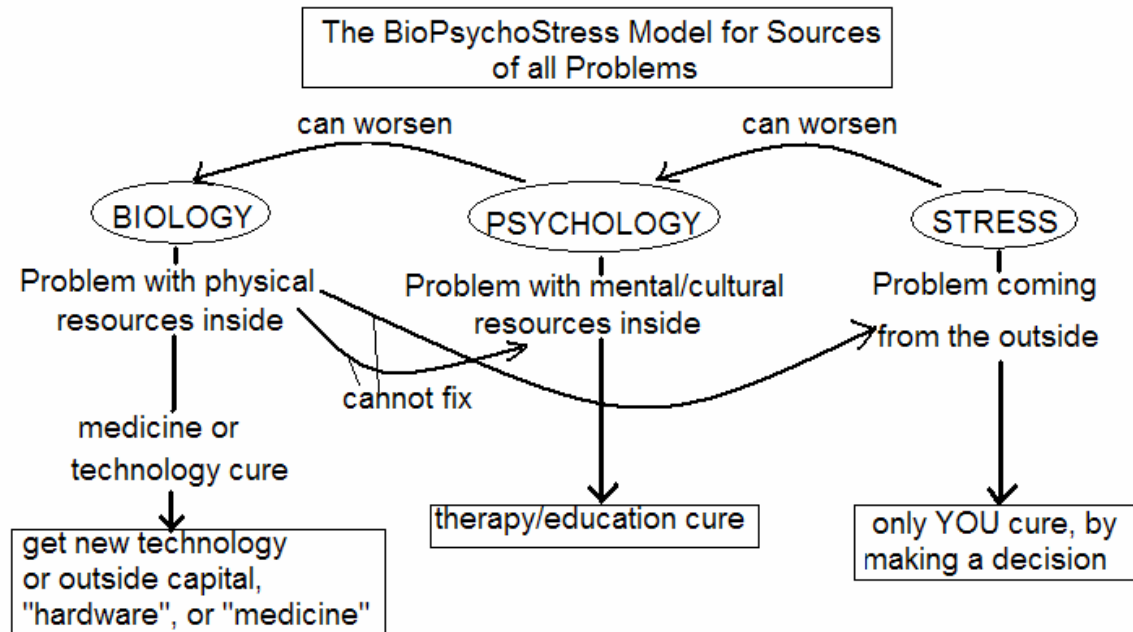
In psychiatry training there is a model called the biopsychosocial model. All this means is that the sources of all psychiatric problems come from either (1) our brain's biology, (2) a negative *style* of psychology, and/or (3) from social reasons like divorce, bankruptcy and the like. I took that third category and simply called it "stress" in my original model. "Stress" represents any outside threat coming from the environment, and is an easy word that everyone understands. In fact, in the system you are about to learn, I use the word "stress" to strictly mean "a negative emotional energy coming at you from outside of your personal boundary."

You might start to see that if our three fable animals were in another race, both the Hare and Rat would fall very easy prey to "stress" due to their "thin skin," but the Tortoise would be well-equipped against it with his hard shell, or "thick skin."

So in which animal's skin do you spend most of your time? That will give you a clue to decoding your very personal style, challenges and solutions in the pages to come.

Let us leave the fable now and begin to learn how to better know ourselves and resolve our problems. Your mind is a business machine, a computer that not only solves problems, but feels and has free will, too. Your mind is your most important personal or business asset that lasts for your entire life.

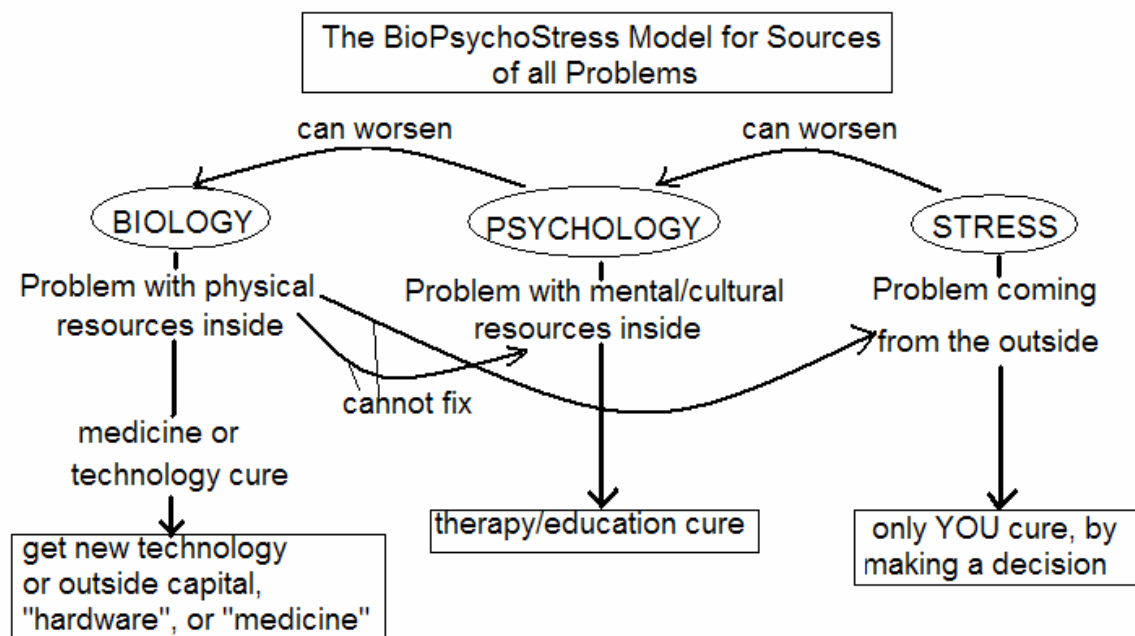
CHAPTER TWO: Causes of Psychology and Business Problems



This diagram explains the intimate connection between biology (brain chemistry), psychology (one's style of using emotion), and stress (which comes from the outside world). It also explains the triple role of medicines, psychotherapy, and one's personal decision-making in total healing of a psychological problem.

Remember, Mind OS is an operating system for your mind, so consider your biology to be just like your brain's "hardware." your psychology just like your brain's many "software programs" you have installed over the years, and stress just like the daily problems or data that get plugged into the computer that is your mind. Only the "user" of a computer can decide what data to put into a computer in the first place.

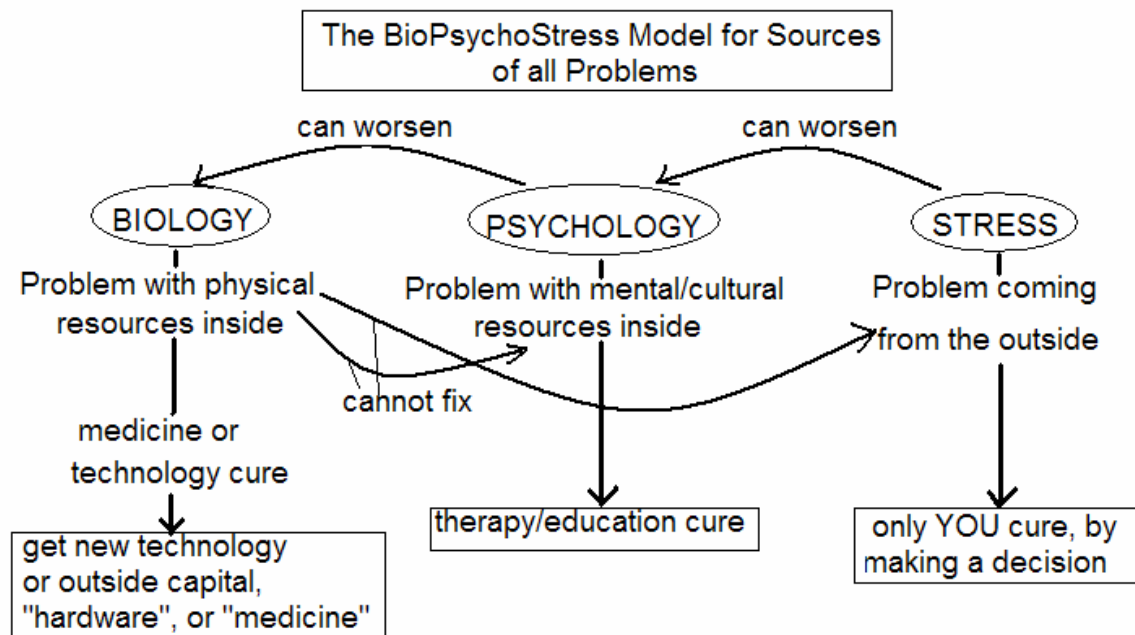
Stress comes at us from the outside world. It is negative emotional energy in our environment. Its only cure is to *make a decision* about the stress, which the Rat character in us does not like to do. *Decide* to think about the stress differently, stay in the environment but use a tougher skin against it, like the Tortoise would do with his shell, or else *decide* to leave and get out of the stressful environment. If you don't decide what to do about stress in your life, staying in it will, sooner or later, start to hurt your *psychology*.



People who are in stressful environments long enough will start to take on the characteristics of the stress, and become more pessimistic people in their psychology. It's as if their "software" is being reprogrammed to be more negative and therefore less efficient—more clunky. The only way to fix the problem is to "reprogram" your computer through therapy or education.

Of course, there are many “software programs” out there to work your mind over—many infomercials and gimmicks, as well as scientifically useful therapy, too. But Mind OS is not just a “software” program; it is an “operating system” that can “run” any other program on itself which includes other self-help approaches.

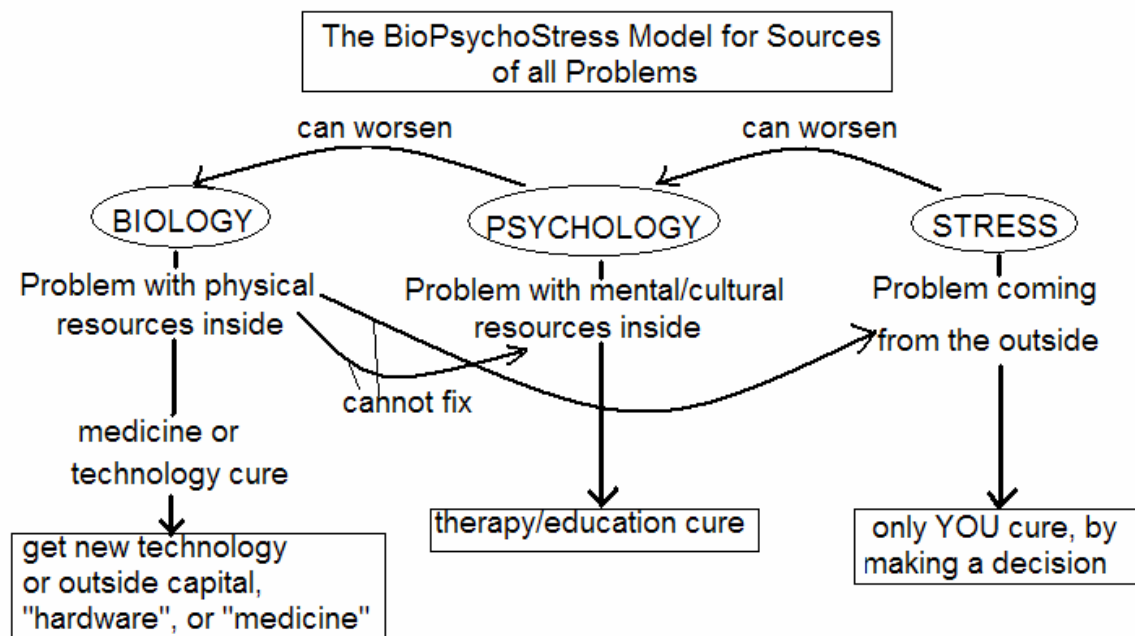
So what if you have a clunky operating system installed on yourself—something old, like Windows 95? You will need something newer: you need therapy or education as an update. If you don’t change your operating system with these elements, you may find that your pessimism caused by the stress stays around long enough to start to corrupt your “hardware,” or your brain’s biology. Soon, you are low on Serotonin, that brain chemical responsible for keeping you out of depression. Now, therapy and education aren’t powerful enough because you have a corrupted “hard drive.”



When your biology gets impacted by a problem, things are very far along toward impairment or disease. It is similar to getting a nasty computer virus, and not doing anything about it.

If you have a virus in your system long enough, you may start to see how not only your software programs don't work as well, but now your computer hardware starts to fail, too. If your computer hardware gets infected enough by the virus, you may be forced to buy a new computer—software can't fix the problem. This is similar to taking medicine for a psychiatric condition—it changes the very hardware of your brain, replacing it with more functional hardware.

But... if you still have the same bad software on your system, or the same virus, it will continue to affect the brand new hardware you have installed. This is why the concepts of stress, psychology and medicine for psychiatric problems, especially of the mood, are “one-way deals.”



Stress can mess with your psychology, and your bad psychology can mess with your brain chemistry or biology, but fixing your brain's biology with medicine does nothing to change how your psychology's *style* of operation works. And medicine certainly does nothing to solve the stresses of life. They are still there waiting for you (In

the same vein, alcohol and illegal drugs don't solve the stresses of life; they just change how you feel).

If I got a big bill in the mail, I might feel *stressed*, or even get *depressed* about it. Now, if I took a medicine, such as a sedative, I would *feel* different and better in mood. I might then stay passive as a Rat and just let the bill slide. After all, I *feel* different about the bill. But next month, I will get a double bill and be twice as stressed. Maybe I'll take two sedatives, then, ahhhh...feel better about the bill. Does that mean the *stress* has been solved? No! The only cure for that stress is a *decision* to pay the bill.

So you might start to see how the Rat in us can lead us to addiction and denial by keeping us *passive* in our psychology. Part of the solution to always staying healthy and solving any psychological or social dilemma is to strengthen our psychology against stress in the first place, before it ever gets in.

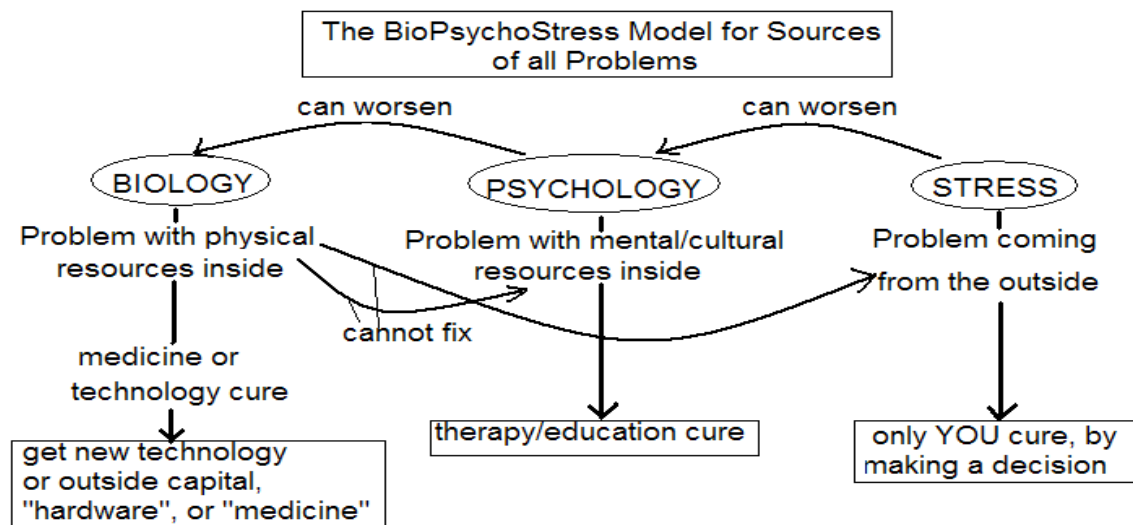
The same is true for a business, because a business is legally defined as a person, with all the same rights as a person. A business has physical property and capital, as well as a "culture" of group psychology inside its walls, with all the ideas, rules, mission and vision statements, shared values among employees, intellectual property, company history and human spirit that define an individual's psychology.

Businesses also have outside threats or stresses to face, and an outside market to go participate and try to thrive in. So you see, Mind OS applies to groups of people or businesses, as much as it does to individuals.

Now that you see the "big picture" of how you operate in the world, let's start to focus on the details of your inner working parts of psychology.

CHAPTER THREE: The Four Simple Solutions to any Psychology or Business Problem

I have a surprise for you. What we have learned so far is that we are the ones who define life through the decisions we make. The quality of our lives is none other than the sum total of all the decisions we have ever made. All we ever needed to know is exactly what the *best* options are for using our inner psychology against stress. Yes, all we ever needed to know is how to program the software of that computer inside us, to perfectly match the situations that come our way. We can solve the problems of life as perfectly as possible. Let's take only the middle part of this diagram, to do it:



To be able to solve any imaginable problem outside of us, we would need to know all the intricacies of the psychology in us. We would then bring all of ourselves to the table, solving problems with everything we've got. The surprise is that there are only *four working parts* to human psychology. Master these, and you master any possible problem that comes your way.

There are four simple parts of human psychology. Therefore, the Four Simple Solutions to any problem are:

1. The Personal Boundary
2. Emotional Energy—composed of either positive energy called self-esteem or negative energy, such as anger or anxiety.
3. Intellect—or the “data” in us, such as our beliefs, ideas, values, history, education and experience.
4. Decision-making—which we have already begun to learn about.

The answer to any possible problem of life or business exists in you tuning-up one or more of these four parts. It’s that simple. You can use these four parts of yourself to solve individual, specific problems, or to look at the course of your whole life and where you want it to go. You can even use them to “psychoanalyze” your company as if it were a person!

Have you ever heard of some of the research studies of human “death and dying”? They often describe two kinds of people who face death. One kind of person *fears* death, or is bitter, sullen, and disappointed. But another, smaller number of people find that on their deathbeds they are okay with it all, somehow “satisfied.”

This second kind of person has done it all—raised a family, had a successful business, found much love and accomplishment, and freedom in their later years to travel, explore the world and contribute to the next generation.

What’s the difference between these two kinds of people? They are the ones who are satisfied with their mission in life accomplished, and have reached something called *durable fulfillment*.

When I do seminars, I often ask people to sum up everything they really, really want in life. What do you think most people say? They say “happiness” or “bliss.” But have you ever known a happy, blissful person for whom the happiness was temporary or fleeting, or whose life had not amounted to much, with no contribution to the next generation? I have. My “happy” but lazy ex-roommate.

What else do people say they really want? Many say “success.” But have you ever known a very successful person who wasn’t very happy? I have. How about all of those celebrities whose definitions of life were that it is a tragedy?

There are happy people who aren’t very successful or generative at giving to the next generation, and successful people who aren’t very happy.

Still, a last group of folks in my seminars who say they want “freedom” above all else, like Patrick Henry saying “give me freedom or give me death.” They are people really weary of the Rat Race. They want more free time and more freedom to do all those things they could never do while trapped with “golden handcuffs”—a strange situation where people work ninety hours a week and make a lot of money, but are slaves to their professions.

Well, these people think freedom is the ultimate reward in life, but have you ever stopped to think about how “free” a homeless person is to do what they want? Or about a newly divorced person who has been cheated on and dumped? They’re free, but not happy or successful.

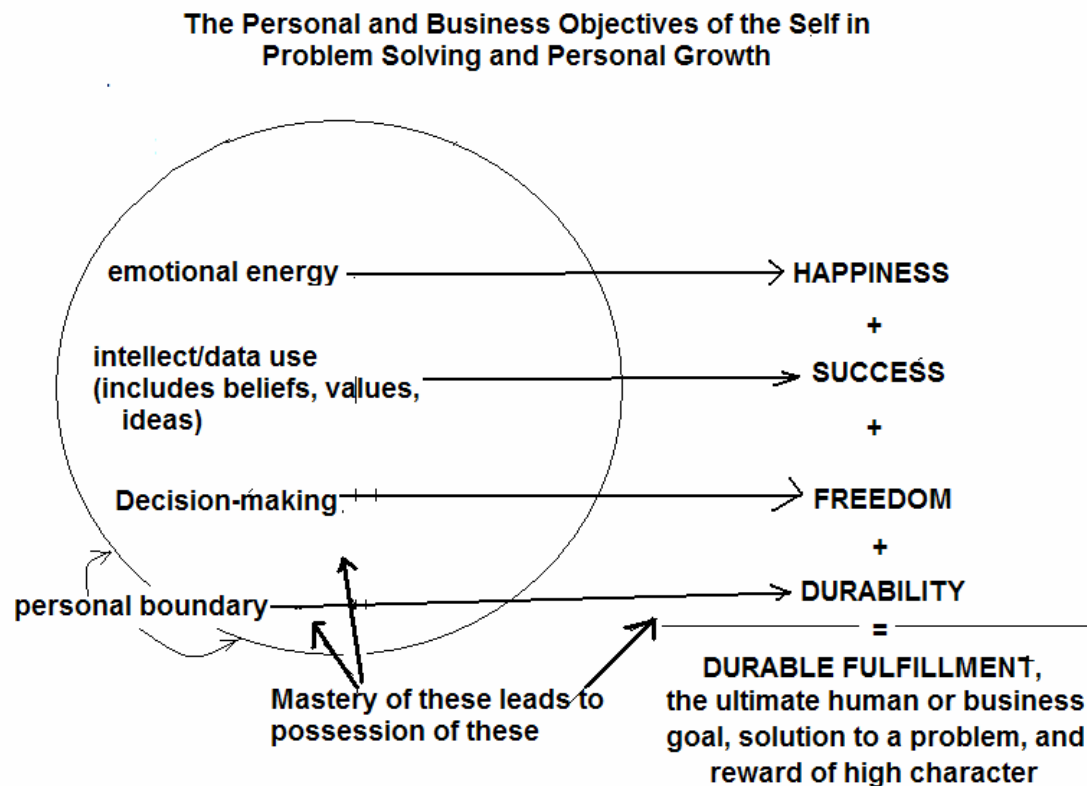
No, human beings want all of these things wrapped up in one package—bliss, and success, and freedom. The word I use for the sum of them is *fulfillment*.

Now we all have felt a fleeting moment of fulfillment here or there, and we call those, “peak moments” or “peak experiences.” I have known people whose only peak moment of fulfillment in life was winning a single football game in high school (see the film *Friday Night Lights*), or others whose only peak moment was their wedding day. It was all downhill from there.

But I think what people really, really want in life is fulfillment that lasts. *Durable Fulfillment*. And guess what? That is exactly what those people content on their deathbeds have found. They have finally broken through to Durable Fulfillment—having lasting bliss, success, and freedom. Their mission in life was accomplished, and Durable Fulfillment was their reward for having developed a durable high character like that of the Tortoise.

We need to start seeing the big picture, by using... pictures. I want to *show* you psychology, rather than have it be some vague, verbal, invisible thing.

Here is how the four parts of your psychology lead to the parts of the reward in life called Durable Fulfillment:



You might see how we can start learning to break all of the problems of life into just four parts—where we are (1) having trouble in our happiness from a problem, (2) lacking success because of the problem, (3) lacking freedom because of the problem, or (4) not being durable or resilient against the problem.

This last part of a problem can also be worded in terms of any vague words left over about the problem. Number (4) is caused by a problem with your personal boundary.

Things like “weakness,” “overwhelm,” “being stressed,” “out of sorts,” or any other vague term, are all boundary problems. You might also see how mastering each of those four parts of your psychology can attack and solve the corresponding part of a problem. The four parts grow your life toward Durable Fulfillment in general.

You see, Durable Fulfillment is the ultimate solution to any problem of life. To be able to start analyzing problems, we will need to learn a basic skill, a sort of ability to “be your own coach” at life, so that you don’t need some outside expert or guru to guide you. That skill is called Observing Ego and to learn to master that, we first need to learn about how the *time* in our lives works.

We all have a limited amount of this stuff called time. It is the only thing we can’t just magically create more of. We can always find more freedom by quitting a dead-end job or a failing marriage, more emotional energy by connecting with new friends, more intellectual ideas by going to school or reading, but *time* is a substance of premium price. You may notice that the Rat in our fable tends to waste a lot of it. I hope that you don’t (that’s part of the purpose of this book—to save you time).

What if there was a way to slightly increase the limited amount of *time* we all have in life? There is just one way, and it provides us with everything we need for building, working on, or restarting life, solving each and every problem that comes our way. That way is the mindset of the *present moment*: Step one of solving any problem.

Spending Time: The Uniqueness of the Present

As you will soon learn in more detail, *time* is a kind of “psychological currency” we spend in life. There is a limited amount of it and we need to spend it wisely. As it turns out, there are only three ways that we all spend time—in the Past, the Present, or the Future.

Did you ever take a drive to a familiar location, like work, and after a certain length of time, you noticed that you simply arrived without much thought at all? Without any details of the journey? How did you get there without consciously deciding to turn the wheel this way and that? How were you spending your *time* on that trip?

Well, you were spending it in the Past or the Future—reviewing the past or daydreaming about the future. You may notice that the way you got to your destination was “by habit.” You were on *autopilot* for the duration of the trip.

You were not spending your *time* in the *present moment* during the trip, or else you may have noticed the color of the sky, that a new grocery had opened up, or that there was an odd-looking truck following you for nearly the whole route.

Since you now know that we all spend our time in either the Past, Present, or Future, did you notice that time is the one thing that we have to spend continuously? While we can save our emotional energy or hold off on putting ideas to use, we have no choice about *time*. Like it or not, we spend our time continuously. Are you spending yours wisely?

Time ticks away in our lives, but we mark the progress of our lives in decisions.

What about time and the nature of our decisions? Can you make a decision in the Past? No. The past is gone. And can you make a decision in the Future? No. It is not here yet. You can only make a decision in the *present moment*. If you recall that biologists define a living thing as “an entity that makes autonomous decisions,” then it is only in the present that humans are truly alive. When humans are in a past or future time frame, we are “less alive.”

Why? When we are in the past or future mindset, we are effectively on *autopilot*, which is a state of letting our lives run on *habit*, mindlessly steering us, and often in ways that are not in our best interest. This is not to say that the concept of using the past and the future are not valuable, of course. We need them. After all, we need to learn from the history of our past, and plan for and set goals in the future to avert harm and strive for the best we can attain.

However, when we learn from past lessons or plan for future events in a mindful way, we are actually doing so from the *present moment*. That is the only way the past and future can be valuable to us—from the present moment view.

Our intellect, or mind, is what invents the very notion of a past in what is called our Left-brain and a future in what is called our Right-brain. Non-living things like rocks do not have a concept of *time*. The past is what gives us the valuable notion of *probability*, of things happening based on the past, and the future is what gives us the notion of *possibility*, based on our many present choices. Have you ever “not learned your lesson” or heard the quote that “those who don’t learn from history are doomed to repeat it”?

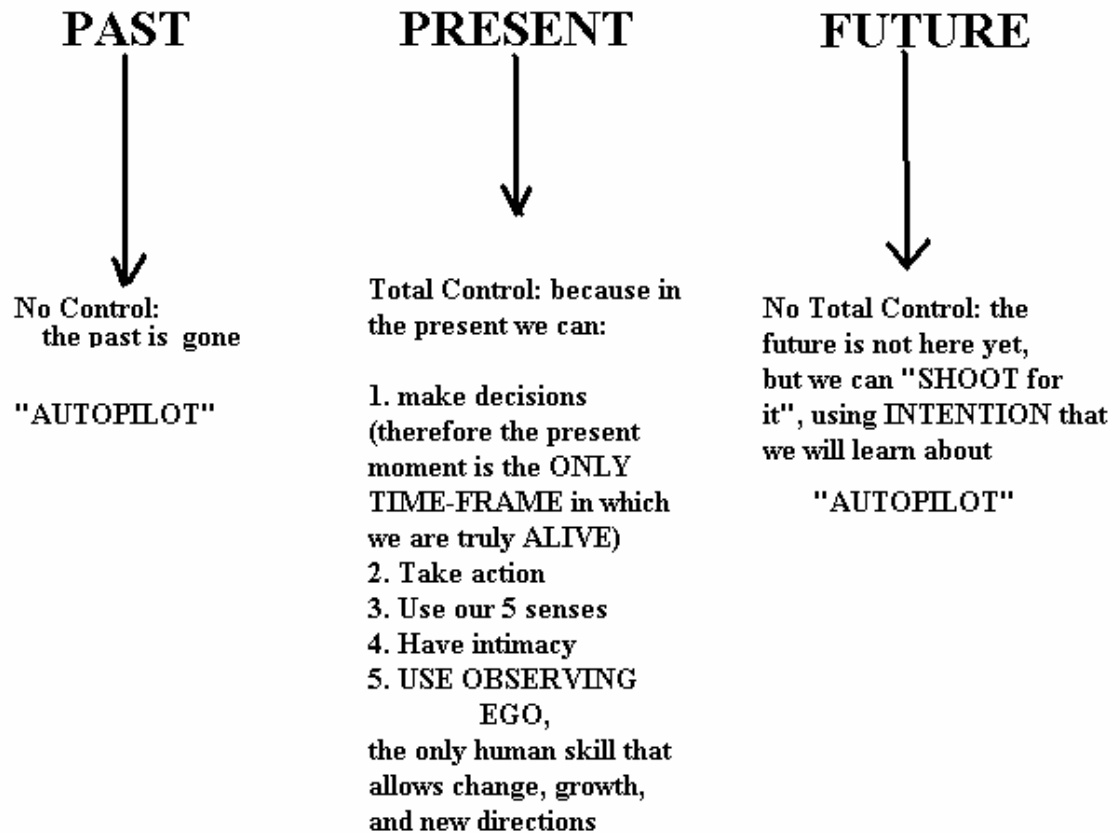
I know many people who have never stopped in the present to review their past relationships, and they keep on dating and marrying the same kind of people, only to end up divorcing yet again. I also know many people who have never saved a penny for retirement or in running their business, never bothered to allocate a budget toward research and development or an employee-education program for the future of the company. These errors of living occur because we are not spending enough time in the present.

Now there have been many books written on the “power of the present,” and on mindfulness and meditation, but I want to make this notion practical for you. We have already learned that *decisions* can only be made in the present moment. That means that every time you make a decision, you have just given yourself *more life*. You are more alive when you decide on a preference. That is the first way to get present-minded. There happen to be several other practical things you can do to get yourself to spend more time in the present.

Most methods of meditation and prayer are ways of getting into a present moment mindset. However, you may also find yourself distracted or daydreaming when you meditate or pray. When this happens, you are actually going into the past or future mindset.

I’d like to tell you about some things besides decision-making that can only be done in the *present*.

WAYS THAT WE "SPEND TIME"



Second, you can only take an *action* in the present. It is impossible to take an action in the past that's gone or in the future that is not here yet.

Third, you can only use your *five senses* in the present. You can't smell something from the past or taste something from the future—at least not in as much real, vibrant detail as can be done in the present.

Fourth, you can only share *intimacy* in the present. Have you ever had a conversation with a friend who was distracted and looking around as you were trying to connect? You said things but it seemed like they weren't listening as they utter, "Uh huh." Where were they in time while you were trying to connect?

Well, you were in the present, but they were mulling around in the past or future. That true feeling of connection called intimacy can only happen with both people in a present moment mindset.

You know, there even used to be an activity that Americans commonly did together thirty or more years ago—one that really powered people up with a present moment mindset and one which combines all of the above: a shared family meal. When you share a meal with someone, you are being intimate, deciding to dine on purpose, taking the action, and using all five of your senses. It's one of the only things we do besides sex, which uses touch, taste, smell, sight and hearing.

Well there happens to be a fifth, and last thing that can only be done in the *present moment*, and it is one of the most powerful learned human skills there is. This skill is so crucial that it is the only thing that allows *human growth or change*. That skill is called *Observing Ego*. This is the only scientific word I am going to use with you today.

Observing Ego

Observing Ego is “the ability to step outside yourself and look back, making assessments of how you are doing, even as you continue to live your life.” As such, it is very much like being your own “coach,” or having yourself, as your own psychiatrist, sitting on your shoulder. Some have called it “the Mind’s Eye,” or “the Third Eye.”

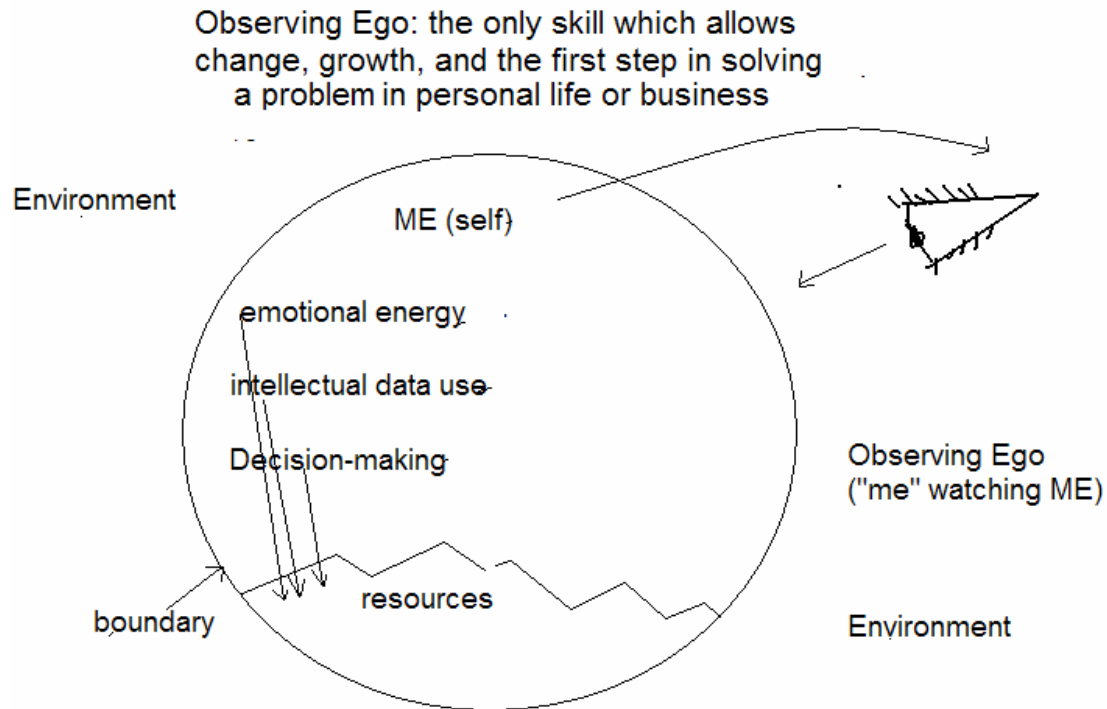
It is a lack of this power that makes people fail at life from the get-go, where we all moan about how “people never change.” Well, they can’t change without Observing Ego, but could change if they had it. The problem is that very few people have cultivated this skill in their lives.

In fact, the lack of Observing Ego causes us to be “suckers” for others, for our companies, and for advertising. If a commercial on TV can lull you into daydreams of the past or wishes for the future, then you have been effectively placed on *autopilot*, haven’t you? And the commercial itself is flying your plane. You have become easily manipulated and controllable by others who don’t have your best interest at heart. Only you can have your best interest at heart.

For example, what if I was in a verbal argument with another person? So there I am fighting, fighting, fighting. If I use Observing Ego, I may think, “Gee, I’m angry.” So there I am still fighting, fighting, fighting, and I say to myself as I fight, “Hey, is this getting anywhere?” And I continue to fight, fight, fight, and say, “Well, no. This isn’t getting anywhere.” And so I stop. Fight over. My energy saved. A solution.

What if I didn’t have Observing Ego ability? Well, the fight might still be going on today! Anger would build uncontrollably and on autopilot, and both me and the person I fight would be hurting.

Observing Ego: The only human skill that allows change and growth



This drawing of the mind operating system shows your own Observing Ego looking at yourself in order to solve any psychological and business problems. Notice how you can simultaneously watch the environment and yourself in it, and remember what identity and resources you carry inside for dealing with problems that come your way from the environment.

This blueprint of the mind operating system is an integrated way of naturally producing the Observing Ego, because it represents “you” and “your function.” Therefore, you can reflect on how your own psychology is functioning even if it is impaired. It illustrates “you” looking at “you” as both an outside observer and also as a participant in your own behavior.

There is a very interesting second way to understand how Observing Ego works. A metaphor: going to the movies.

Did you ever think about what exactly makes a film win an Oscar? What does that? Most film critics will tell you that that an Oscar-winning film teaches a lesson and has a main character that any member of the audience could see themselves in the shoes of. A universal main character. Well the Tortoise, Hare and Rat in us all are just such main characters, living out a drama in our psychological character. We have the choice in any given situation which one to emulate.

In a theatre, on the big screen, we in the audience are looking at an image of *ourselves*. If the main character is a universal figure, he or she is us. As we watch the Forrest Gump we all connect to, or the Gladiator, or the Erin Brockovich, we have just become our own Observing Ego. “Me watching me.”

You’ll notice as the film begins that it becomes difficult to worry about the past or future because you get so completely involved in the story. The Oscar-winning film has locked you in the *present moment*, the only timeframe in which Observing Ego can happen. What you actually then see unfolding on the screen is a potential future *roadmap* for the growth of your own *character*. Why do you think they call them “characters”?

That rush—that “high”—at the film’s climax is how good it feels to undergo a substantial growth of psychological character. They are identical, except for the fact that you didn’t really do any work to grow—the character onscreen did.

So what would it be like to grow your character more mature and powerful in real life? It would be a “high,” and it would be like living a great movie. That is exactly how

powerful Observing Ego is. It is you being the *director* of the Oscar-winning film of your life.

Do I have your attention now?

If your brain works much like a computer, and you have the power to run that computer to develop a masterpiece story for how you want your life to be—one where you solve every problem and overcome every obstacle on the journey—then you need a way to program that computer. Observing Ego is none other than the computer screen on which you do the programming.

What if your computer had no screen and you were trying to get something done by just clicking away at the keys, without knowing what registers in the system? That would be just like living life with no Observing Ego. But when you have Observing Ego, you have a screen on which to paint your movie—the more you practice it, the bigger the screen. If you want, you can give yourself a great big 65-inch screen to work on.

So time is ticking away the moments of life while you wait like a Rat for life to happen to you. Some day, there will be a death. Yours. And what do you want the story of your life to end with? Tragedy? Or victory?

Remember the many studies about death and dying that reveal an interesting division about people—the two mindsets that people are in when they are on their deathbeds? (You might also say the same applies for a career that is dying or a business about to die in bankruptcy.)

One type of person is okay with the idea that life is over. They feel they've "done it all," had kids, seen a business prosper and given to the next generation. They are at

peace with death, and don't fear it much. The film of their lives was as perfect as it could be for them, with a wonderful climax in the twilight years.

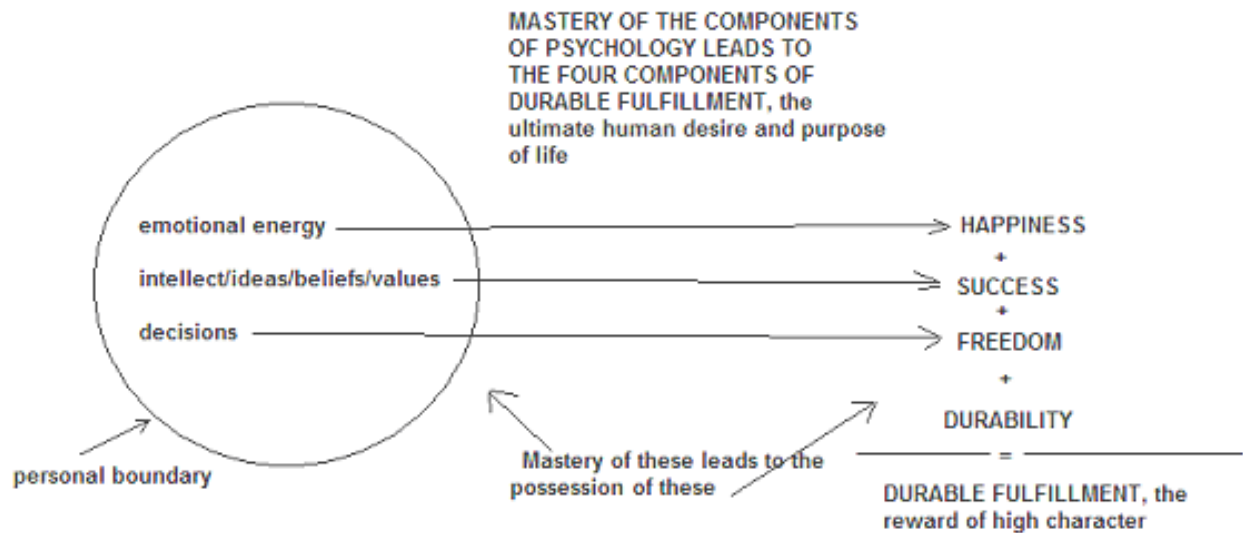
The other type is the more common group of people, who near the end of their lives and *fear* death or are bitter about it. There's so much they *didn't* do, so much they *lacked*, and so many regrets over things they *could* have done instead. The film of their life was a tragedy, or simply a let-down at the end. And certainly not Oscar-caliber.

What was the difference between these two kinds of people at the end of life?

The first type of person reached *Durable Fulfillment* and the second did not. Durable Fulfillment is the ultimate goal in any life, the climax rewards of character growth and the solution to any problem that life or business could offer.

It is time that we started learning about the details of those four parts of our psychology—our *inner resources*—and how mastery of those four parts of character lead, 100% of the time, directly to the four parts of Durable Fulfillment, that climax of our own Oscar-winning film and the victory at the end of the race between the Rat, the Hare and the Tortoise within all of us.

CHAPTER FOUR: The Four Parts of our Character



This diagram explains the relationship between mastery of the four parts of the psyche, what has been called the “self” or “character”. These four parts of our character lead to our life’s reward in the four corresponding parts of “Durable Fulfillment.” Durable Fulfillment is the ultimate desire of humans—the general goal of life, the core purpose of life. Durable Fulfillment is what you really, really, really want in life. It’s what we all want.

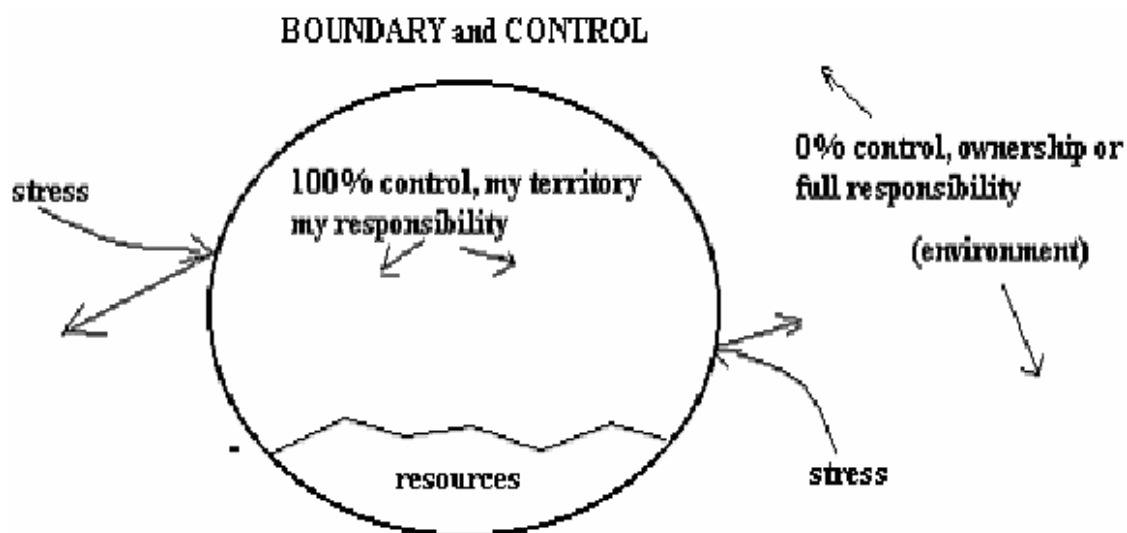
There is a portion of the *Declaration of Independence*, the philosophy which informed the very writing of our *Constitution*, which states, “We hold these truths to be self-evident, (that people are) endowed with certain *inalienable rights*, and among these are *life, liberty*, and the pursuit of *happiness*.”

Those four things are the four parts of high character’s rewards.

Our psychology is composed of only 4 parts, or resources, and even the Founding Fathers recognized those 4 parts in the *Declaration of Independence*:

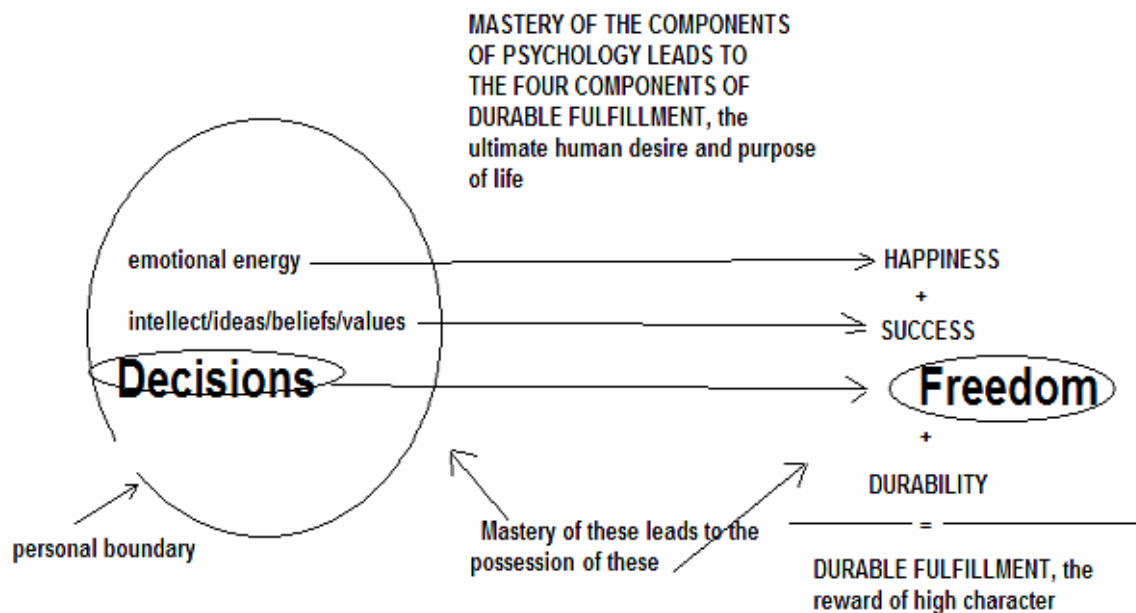
1. A *Personal Boundary* that contains our “*Inalienable Rights*.”
2. *Intellect* or “data” that when added up, details the events, learning, education, experience, beliefs and values that document our “*life*.”
3. *Decision-making* function, or Will, which we already learned to “define life.” Will is the only resource that could be said to define a “soul.” It is the only reason all humans have innate, “inalienable” *liberty*. And both freedom of thought and speech are built into the First Amendment to the U.S. Constitution.
4. *Emotional Energy*, which comes in positive (self-esteem) or negative forms (anger or anxiety), and whose mastery leads to *happiness*.

First, do you know what the word “inalienable” means? It means “cannot be taken away”—not by your spouse, not by your boss, and not even by your government. We are soon going to learn that this term describes what the Founding Fathers didn’t have the language or science for—it describes the nature of what is called our Personal Boundary.



The personal boundary is like an invisible barrier against stress, a shield, a marker of our personal territory, our psychological territory, and it is the limit of what we “own” or control about life and our environment. It is like a “tank” as well, holding our *inner resources* inside, and making those resources *inalienable*, off limits to others unless we give them permission. The boundary is what makes us *durable*, the first part of *Durable Fulfillment*.

Those inner resources (our *rights*) are our emotional energy, intellect (ideas), and decisions.



Second, our *decision-making* we have already described as being the very definition of life. Our free will. When we feel *trapped* by a problem or feel “less alive” than we could be, it is a problem of not exercising our inalienable *freedom*—our right to make decisions.

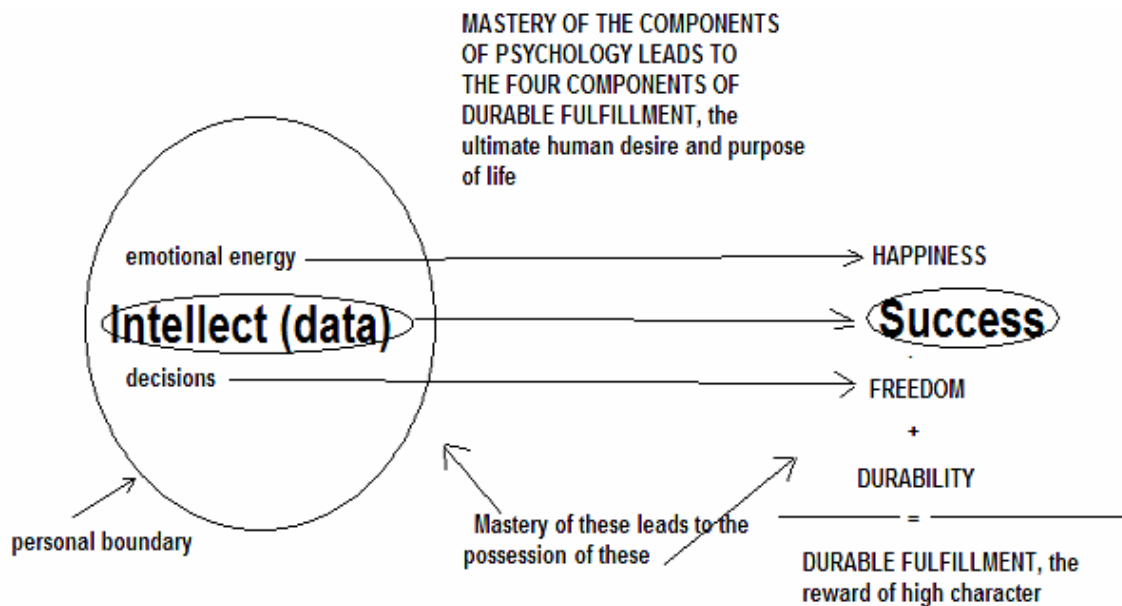
Decision-making is in fact guided by two things we are going to learn about in great detail: *conscience* and *intuition*. Every decision we have ever made is either

destructive or *constructive*—at least a little bit, or else it wasn't a decision at all.

Conscience and intuition are exactly what let us know what is constructive from what is destructive.

Our conscience is an inner sense of knowing whether we are about to make a decision that is destructive or not—a sense of ethics. Our intuition is the opposite in a way—the inner sense of knowing whether the environment is about to be destructive or constructive at us, or whether it is a conducive environment to be living in or seeking goals within.

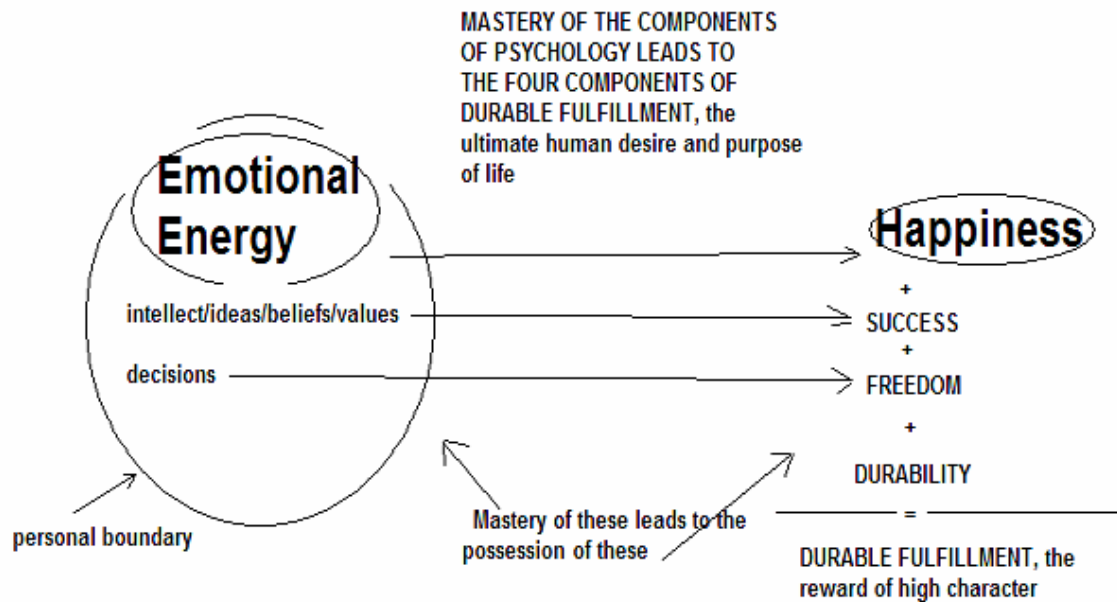
When we have developed very capable abilities at using conscience and intuition, we find that the environment (and society) start rewarding us with more *freedom* to make even more decisions, sometimes even for others. This is the beginnings of the *freedom* of *leadership*. In it, we have reached the third part of Durable Fulfillment that we desire—the third part of solving any problem in life. The problem “traps” us, and our career or business no more.



Third, our intellect is something we have already started to learn about, because it is what invents the concept of *time* for us. It is any kind of *data* we store in ourselves—our ideas, beliefs, values, life history, education, experiences, and the *way that data is organized*. There are only two ways to organize the data that marks the details of our lives—a Right-brained way and a Left-brained way.

These are two “styles” the brain uses to organize data. The right-brain throws it all together in a random mish-mash called “free association,” a web-like, creative connection between facts and info that is much like the *internet* is to computers. This is the very brain function that lets us *imagine future possibilities*. The right-brain is like a “data tank” for *experience*, which is a multi-sensory collection of data and images that all connect together through some common theme, like the *experience* of being a high school quarterback.

The left-brain organizes data in a logical, neat way, much like *history* contains a set of events row after row in books. It is like a “data tank” for *education*, which is an orderly collection of facts that are useful for repeating over and over again, such as the instructions for driving a car. It helps us make use of *probability*. For example, you may have many types of *experiences* in driving a car, but you need only one *education* at it. Once you’ve truly learned an education, you understand that material for all time, and have a high *probability* of being able to count on it to work for you again and again. These parts of our intellect help us attain *goals*. We will soon learn in a chapter all its own, exactly how these two parts of intellect are responsible for all of our failures and successes in life, the second part of Durable Fulfillment and solving any problem.



Fourth, and finally, emotional energy, that inner resource that thousands of books are written about, and the most exciting part of our psychology to most people. In Mind OS, emotional energy is described as being either positive or negative.

The negative version of emotional energy takes the form of anger or anxiety, or a combination of both. When negative energy is outside our boundary—not yet broken in—we call that *stress*. But we can learn to turn that negative energy into positive energy, which is *happiness*, or *self-esteem*.

Stress and self-esteem are opposite energies in exactly the same way that antimatter and matter are opposites—they can cancel each other out in a puff of smoke. If stress gets into you it can drain your self-esteem, and if your self-esteem is greater than your stress, the stress is cancelled out and defeated.

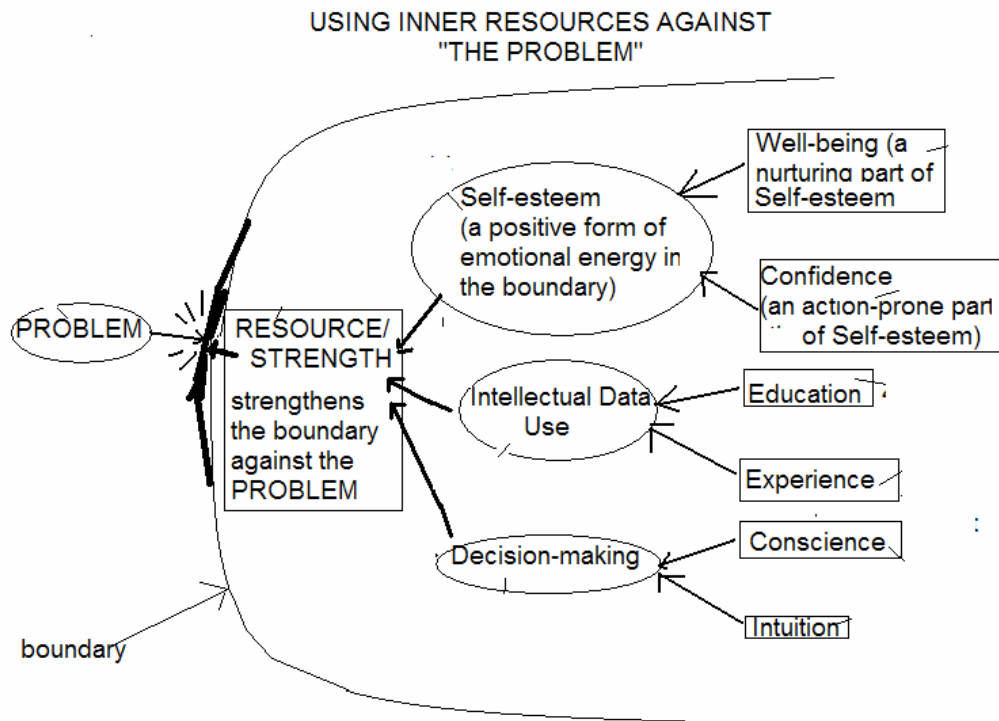
Furthermore, self-esteem is composed of two exact halves—well-being and confidence. *Well-being* is a positive energy that feels like being nurtured, or soothed, a feeling of your needs being met. *Confidence* is a positive energy that helps you take

action and risks, resisting losses and tolerating *change*. If you were an automobile, well-being would be your oil and confidence would be your gasoline. Both kinds of self-esteem are necessary for your happiness just as both kinds of petroleum are needed for your car to run. Likewise, if your mind were a computer (which it is), then well-being would be the cooling fans and confidence would be the electricity it runs on. Both are needed or your computer system crashes.

You will soon learn how to turn the negative emotional energies into positive emotional energies via *constructive decisions*. In doing so, you will learn how to master emotional energy and build exactly the amount of self-esteem you want.

I have never known a longtime-depressed person to have a very high self-esteem. I also have never known a durably high self-esteem person get depressed for very long. After all, when we master positive emotional energy—self-esteem—it leads us to *happiness*, the fourth and final component of Durable Fulfillment that is the ultimate goal of life and solution to all possible life and business problems.

So all the parts of our inner resources can be brought together to fight against problems that come up against us:



When faced with a personal or business problem, you want to bring your whole self to the table, and give it all you've got. This diagram explains exactly "all you've got" inside.

If you read on slowly and carefully, I am going to teach you about each of these working parts of yourself. They are everything that comprise YOU, and everything that comprise the psychology of a business. This is an x-ray of your "soul." An x-ray of your company, too.

If you want to take the operating system of the human mind and see how it connects to the model of a modern-day computer, it goes like this:

- *Observing Ego* is your "computer screen."
- Your *Personal Boundary* is your "keyboard," (makes sense, because when someone "pushes your buttons", it is the boundary they are messing with), it is

your “firewall”, and your “modems” and any other “interfaces” with the outside world, just like the keyboard is the interface with you.

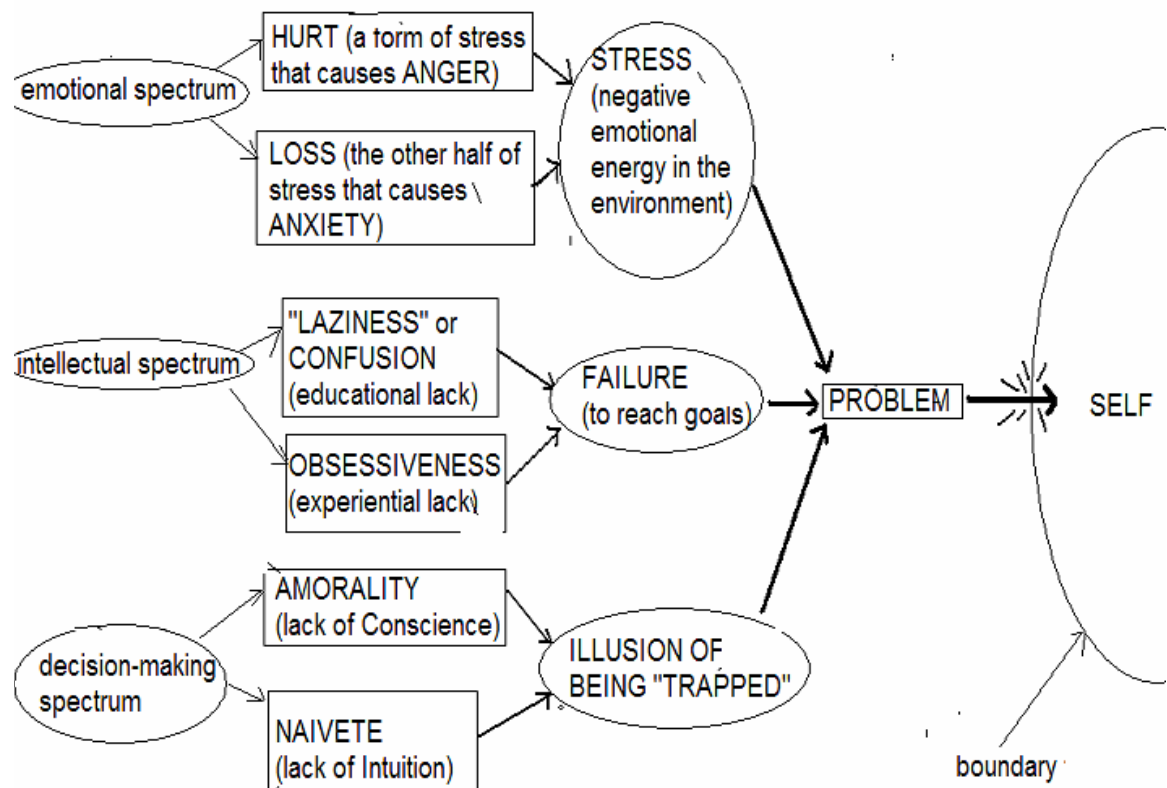
- *Self-esteem* is the energy your system runs on, both powering it and cooling it.
- *Stress* is like a “power surge” or “heat wave” that hits your system.
- *Well-being* is like the “fans” or “cooling system” for your computer.
- *Confidence* is like the “electricity” your computer runs on.
- *Intellect* is like all the “data” available to your computer system.
- *Education* is like your computer’s “hard drive,” where data is stored logically.
- *Experience* is like the “internet,” and all the wealth of new data available out there.
- *Decision-making* is like the “microprocessor” of the computer that is your brain. It is fundamentally what makes your computer, a computer—what makes it useful. However, it still takes a human to run a computer.
- There is no analogy to *conscience or intuition* in a computer. Computers are not actually “alive,” and they cannot have free will, ethics or true intuition, though efforts in artificial intelligence try to approximate these uniquely human skills by plugging in millions of case examples into its memory. Have you seen the film, *I, Robot*?
- We are more than computers, because we have souls, whose scientifically core feature is free will—the ability to make autonomous decisions.

Aren’t we humans wonderful? Look at all the cool resources we have inside and how they function together!

That's what's in us. What about the problems that come from outside us?

- If we don't master our emotional energy, we can't find happiness and have unhappiness instead, which is the same as "feeling stressed."
- If we don't master our intellect, we can't find success, and have failure to reach our goals instead, caused by "laziness" or "obsession."
- If we don't master our decision-making, we can't find freedom, and are trapped instead, caused by our "amorality" or by our "naiveté."
- And finally, if we don't master our personal boundary which contains these three resources, we can't be durable against the stress, failure and traps of life.

Analytic Components of life and business PROBLEMS



I once knew a guy who was very scarred by life. He was upset about things in his past that he couldn't even put a finger on—just a vague sense of emptiness, anxiety, and insecurity in the world. He had been dumped by countless women and his own parents had divorced when he was twelve. He was a bit shy, young, still in his twenties, and not so certain of his intelligence or his looks. Often late for appointments and often “poor” and with bad credit, this guy didn't try to hurt people, but had been told that he sometimes did anyway. Nonetheless he had never been in a fistfight. But then again he had never played on a sports team either.

When I met with him, I got this vague sense that he really needs a good father somehow. We tried several medicines and they simply sedated him without helping his vague depressive and anxiety problems. How would you like to be this guy? Maybe you have been this guy, or had similar hard-to-grasp problems.

Have you ever been in a bad business or suffered bad politics in the workplace? Have you ever been at a loss for where your company should go next with its growth? Have you ever seen your company change ever so slightly over the years, and then suddenly, wham! A merger, a hostile takeover or a sharp drop in sales that led to mass firings or bankruptcy? Did you wonder what happened?

In both cases above, Mind OS is the answer—whether for business or personal life. All you had to do in each case is thoroughly analyze the problem.

Simply look at the Boundary, the Decision-process, the Intellectual resources, and the Emotional energy of your system.

The fact is, the man above has many vague problems, so clearly he has to work on his boundary. He needs to work on the ability to say no and hear no and find an identity. He clearly lacks confidence, and I will show you much later exactly how to build that. He also lacks well-being since he is so poor all the time and has bad credit—I will show you exactly how to build that later too. He isn't so successful, so he needs to gather education and experience—I will show you exactly how to do that. And finally, he is often late. Combine that with his bad credit (a crude measure of decision-making character) and I knew there were things he had work to do on his conscience and intuitive ability. There. I had totally analyzed his character in five minutes.

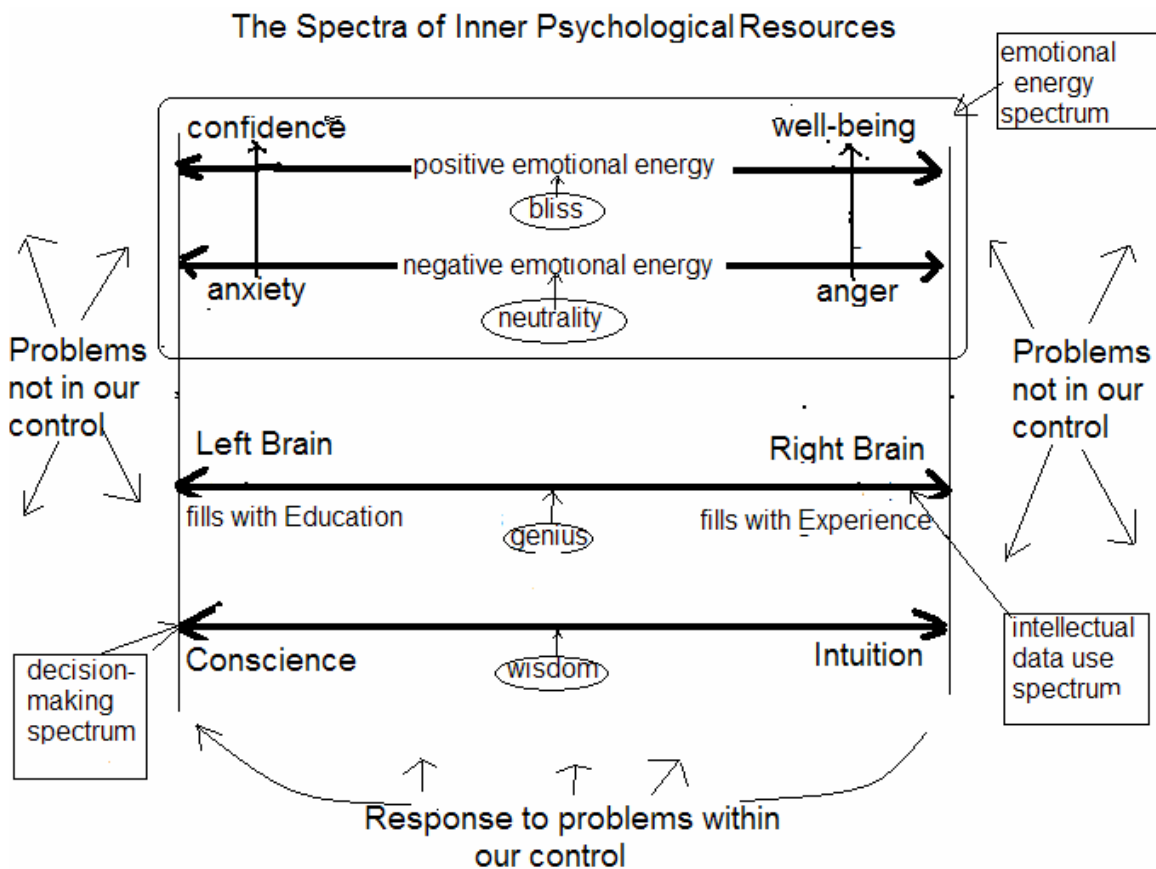
You see, the very first thing this man needed to do is to take his vague “problem” with life, and analyze that problem. Broken into the perfect parts that match each little part of our character, a problem is always solvable. Do you hear me? A problem is always solvable, even if it means that you have to let it go for now because it is outside your boundary's control.

So this guy had hurt and loss, which equal stress. He had some laziness and confusion in places, which equal failure. He had some amorality and naiveté, which together made him feel trapped in his life. And finally, all those “vague” aspects of his problem were clearly caused by “holes” in his boundary wall. That is the anatomy of his problem, and all he ever had to do is address each one of them individually. Which he did. Problem solved.

Since life is always changing, we actually need to be able to “tweak” these various working parts of ourselves in order to match what is required of the environment. This is where the notion of a spectrum of human behavior becomes valuable.

Actually, each of the three resources inside ourselves exist on spectra of function. These get “tweaked” by us, under our control like a stereo equalizer, in order to match the challenges of life.

Inner Resources Exist on Spectra



None of us has perfect *wisdom, genius, neutrality, or happiness (bliss)* simultaneously—at least not all the time.

Just like a stereo graphic equalizer, we are all at least a little bit off-balance on these three inner resources. In some ways though, that is a good thing, because we can “adjust our knobs” to changes in the environment, to match them.

The Ends of the Spectra

- The two ends of the spectrum for negative emotional energy are anger and anxiety. The middle point is called neutrality.
- The two ends of the spectrum for positive emotional energy are well-being and confidence. The middle point of perfection is called bliss, or perfect self-esteem.
- The two ends of the spectrum for intellect are education filling our Left-Brain and experience filling our Right-brain. The middle point of perfection is called genius, or *intelligence*.
- The two ends of the spectrum of our decision-making are conscience (ethics) and intuition. The middle point of perfection is called wisdom.

So we have these three kinds of resources inside our personal boundary. And they each exist on a spectrum of their own. So what? Well, here is “so what”—these three inner resources plus our personal boundary make up everything we are. They are the very inner clockworks of our “psyche,” “character,” or even “soul.”

So how is that practical? Well, up to now, it has not been—it has been a vague mish-mash in psychology and theology, open to interpretation and misleading abstraction, or else overly concrete misinterpretation. The “big deal” is that we humans cannot be easily labeled, and yet the idea of a “spectrum” for each part of our behavior is extremely useful and practical. Have you ever thought about what is contained between the two ends of a spectrum of any given thing? Everything!

What colors are located between the two ends of the visible spectrum? All visible colors! You are learning Quantum Psychology when you see life on a spectrum!

This fact provides you with an amazing short-cut to growth. If you learn how to master the two ends of the spectra of our three inner character resources, then you now have the ability to master every permutation and combination of them.

If you master the two ends of each of these three spectra, you master everything possible in human behavior. “So what” you say again? Do I want you to go become some monk in a monastery? Some solitary meditator in a forest? No! Everything you’ve got inside is the answer to every problem that could come your way in life.

If anything in life or business comes your way that is bigger than “everything you’ve got,” then you are in trouble and would be well advised to give up, get away from it, or not resist it. To do otherwise is called “suffering,” which makes no sense to do. This is the next big advance in using the Mind OS that is inside of you. If you have a problem to solve in business or personal life, you first need Observing Ego ability to see all these working parts of yourself. Then secondly, you need to recognize whether the problem you face is bigger than you and your resources. If so, drop the problem from your radar, and it is not a problem anymore. It is just the way things are for now.

Here is some happy news though. While you drop the problems you can’t control, there are great things to be done. You can turn inward instead to work on building those inner resources and boundary that holds them like a tank—building your character. You may find that you are able to build it enough to later beat that insurmountable problem. Then you will have changed the way things are, ironically, by changing the nature of you.

You would be well-served then to start learning exactly how to change each and every one of those inner parts of you—the two ends of those three spectra in you. Learn how to “tweak” those stereo equalizer knobs inside you in the chapters to come.

Mastery of the Inner Resources

- Strive for the middle point of balance of these three spectra and you find your character grows, which leads toward Durable Fulfillment.
- But in solving every day problems of life, it is important to learn to also master the two ends of each spectrum.
- What do you master when you master the two ends of any spectrum? Everything. “Everything” is what is contained within the two ends of the spectrum of any given thing.
- And so the answer to any human problem lies between the two ends of each of these spectra. That is, if the problem is indeed “solvable.”
- For those problems that are not solvable now, in the present moment, one has to let go of wishing to solve it for now. To violate this is called “suffering,” and so we need to learn about the personal boundary, which is what eliminates suffering and makes us durable against the failures, traps and stresses of life.

In the chapters that follow we will learn how to master the “ends of the spectrum” for each of the three inner resources—conscience, intuition, education, experience, anger, anxiety, well-being and confidence.

We will construct various combinations of them that you will see before your very eyes—literally—add up to all the possible skills of human behavior. These are the “armamentarium of weapons” to use against problems. They are everything you have for combating stress, failure, and being “trapped,” “overwhelmed,” “confused,” “unmotivated” or any other word for your problem.

If you haven’t realized it by now, this is amazing. These six things plus the boundary are the building blocks of all human behavior, and we are going to learn how they compose and run everything else about you—your time management, your charisma, your beliefs, your politics, your communication with others, advertising,

relationship skills, faith, identity and anything else. So let's begin really knowing you, through a study of your first "part"—the personal boundary.

PART II: CHAPTER FIVE: The Personal Boundary

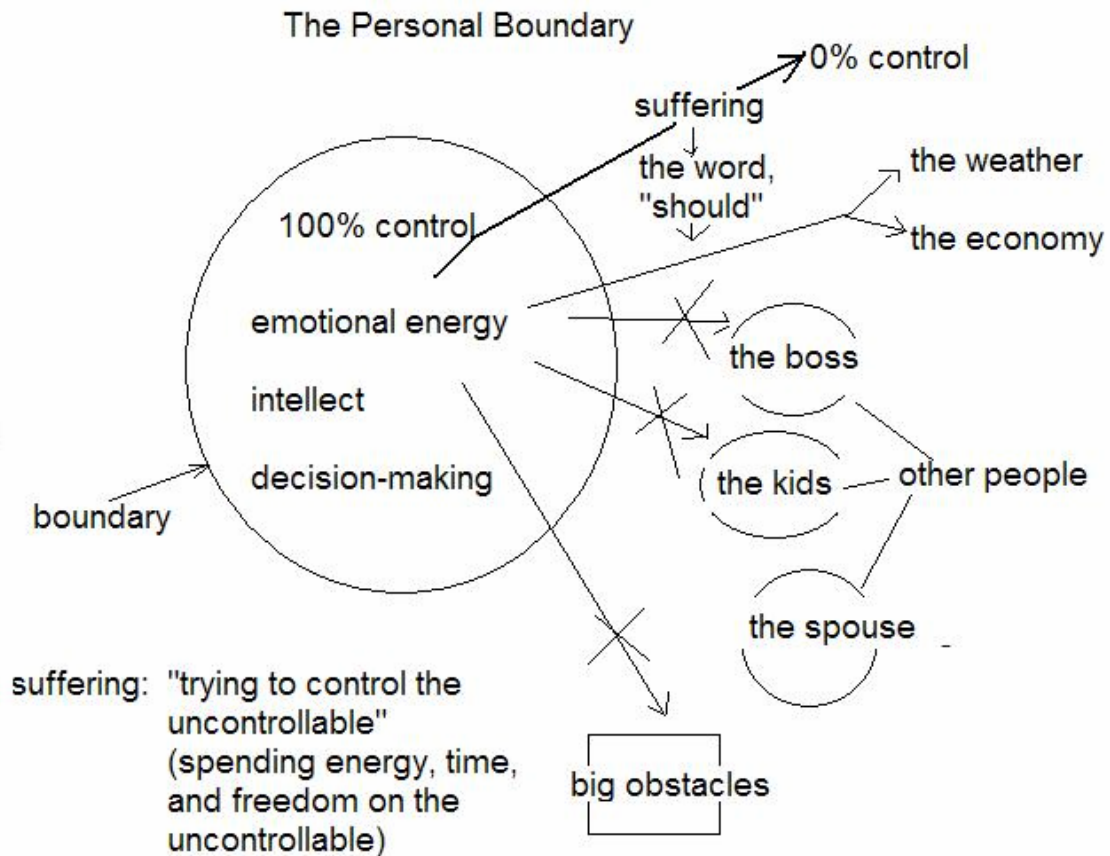
In every human problem, whether personal, business, economic, social, intercultural, international, political, familial, marital, or psychological, there is always some portion which is in our control, e.g. “inside our personal boundary,” and another portion which is out of our control, e.g. “outside our personal boundary.” A portion of the world is our sole responsibility, and a portion of it is not.

Our personal boundary marks what we control from what we don’t, so the first step in solving any human problem is to develop healthy, mature, high character boundaries. The beginning of solving problems then becomes easy. Let go of what you do not control, and focus on what you do control.

You will find that all the features of the personal boundary are ones which solve a great bulk of what make up our problems in life. This is one of the many reasons that we need to begin our detailed look at Mind OS by understanding them. The personal boundary is like your computer’s interface to the outside world. It is your “firewall” against stress and your modem to connect to the internet and other people just like you.

The personal boundary is in fact the solution to two kinds of problems that present to individuals and businesses: Problems that need durability to fix them (the ability to wait out economic or personal “storms”), and any part of a problem that sounds vague to you. If words like “overwhelmed,” “stressed,” “in crisis,” “lacking something,” or “I don’t know what the problem is,” describe you or your career, you can be sure that the boundary is the solution. I will make this crystal clear for you.

The “DURABLE” Personal Boundary: Your Only Defense Against Suffering



The personal boundary marks the limit of what you control in your psychological territory from what you do not. When we burn emotional energy on those things outside our boundary—those things we don’t control—it is called suffering.

Your boundary is a fantastic, yet invisible, power in your life. It is a complex and beautiful tool for turning your life or career into just what you want. In order to explain its exact nature, there is a good metaphor.

Have you ever crossed the border of a country? As in from the U.S. to Canada or from the U.S. to Mexico? Well, when you cross that border, and look down at the ground, is there a dotted line that you cross, painted on the ground? No—the border is invisible. But is it real? If you cross the border without a passport will something very real happen? Like being stopped by armed guards? Yes—the border of a nation is invisible but real.

Well, your personal or professional boundary is exactly like the border of a country—your own private country with YOU as the only citizen! **The personal boundary has all the exact same features as the border of a country.** It is a marker of what is in your sovereign control versus what is not. It is the marker of your psychological territory from what is not your territory, and even a sort of customs and immigration service that lets good trade and visitors in and keeps out what is bad.

Your personal boundary is precisely that thing that people call “your comfort zone,” too. What is inside it, you are content with not changing because it is “comfortable”—there is no fear about what you are comfortable with. But what is outside your boundary, you do not control, and therefore you are uncomfortable with what is outside your boundary. You fear it, because you fear the “unknown.” You will learn to “break out of your comfort zone” later using all the resources you have inside. Suffice it to say that for now, just know that the boundary marks the size of your success, because it marks the size of the goals you have accomplished. Succeed in expanding your “comfort zone” to reach more goals, and you will have brought goals into your true control. And then they aren’t goals anymore.

I'll bet you never knew you had this amazing feature to your psychology. I'm not surprised either, because it is invisible!

When you hear of people being “thin-skinned” or “thick-skinned,” what is it they are talking about? Is it your actual skin? No. It is the “skin” around your soul—the “skin” is your personal boundary. It is your “comfort zone.” The Tortoise in our original story has a great personal boundary—a “shell.” He can stick his head and feet out for good things, but is well protected against bad things like stress. So he is also very comfortable “going outside his comfort zone.” The Rat and Hare both have a very “thin skin,” in contrast. When people have problems with this part of their character, or a business culture has such problems, their boundary can be said to be “leaky” or full of “holes.” What happens then is that problems seem to find them without even looking for them.

Why? Because there are all kinds of random things out there in the environment and the market flying around—crafty manipulators and stress, but also kind, giving people and potential good partners. Well, if you have lost or never built up a portion of your boundary, that gap or “hole” left there causes you to not be very discriminating as to what you let in. It also causes you to not be very discriminating as to what nasty emotions or ideas you send out to the world in your communication either!

And this is where *suffering* comes in. Suffering happens through “holes” in a person's or business' boundary.

The Nature of Suffering

If you have ever been stuck in rush-hour traffic, you may know what I mean. If you honk the horn, clench your fists and get worked into a frenzy, it burns up your energy, but does it move traffic any faster? No! It doesn't. You have spent your energy trying to control the uncontrollable and gotten nothing back. You have been *suffering* over traffic.

Another story I heard that explains suffering was about a research study of auto wrecks occurring on I-70 in the wintertime (a very straight, slick road that goes through Kansas). There was a strange statistic that something like 70% of wrecks on that road occur with the driver slamming into a telephone pole. And yet there was half a football field in between the poles. How could this be? With so much space between them, why were people not just wrecking into open space?

The answer was found in interviewing the crash victims. They all said that when the wheels slipped, they automatically were looking at the danger—the pole itself.

When doing so, the drivers were unconsciously (without Observing Ego) steering towards the poles, even when they had been aimed at open field before! And so, what we *focus* on matters very much in terms of what we get in life.

Suffering is just like looking at telephone poles as you spin out of control. You focus on that which you don't control, burning all your energy, and find that you get more of exactly what you don't want.

Here is an amazing, special tool for you to use if you want to eliminate suffering in your life: **Suffering happens every time we use the word, “should”!**

With Observing Ego, you can decide on purpose to aim at “open space” when you wreck—when you fail. Don’t pay attention to how people *should* be courteous or how your spouse *should* do this or that for you—that’s wishing for control. Instead of focusing on suffering, you need to aim for what you do want, and do control. Often you will then find yourself on a trajectory right toward peace and satisfaction. Control your attention back towards yourself and your skills at avoiding trouble.

Suffering is “trying or wishing to control the uncontrollable, and spending energy and time in the process.” If you think about our three inner resources—emotional energy, intellectual ideas, and decision-making power—you’ll see how suffering happens because of those holes in the boundary. The boundary is like a “tank” that holds our inner resources; so when it is shoddy, the currency of your inner resources—energy, time, and freedom—can leak out easily.

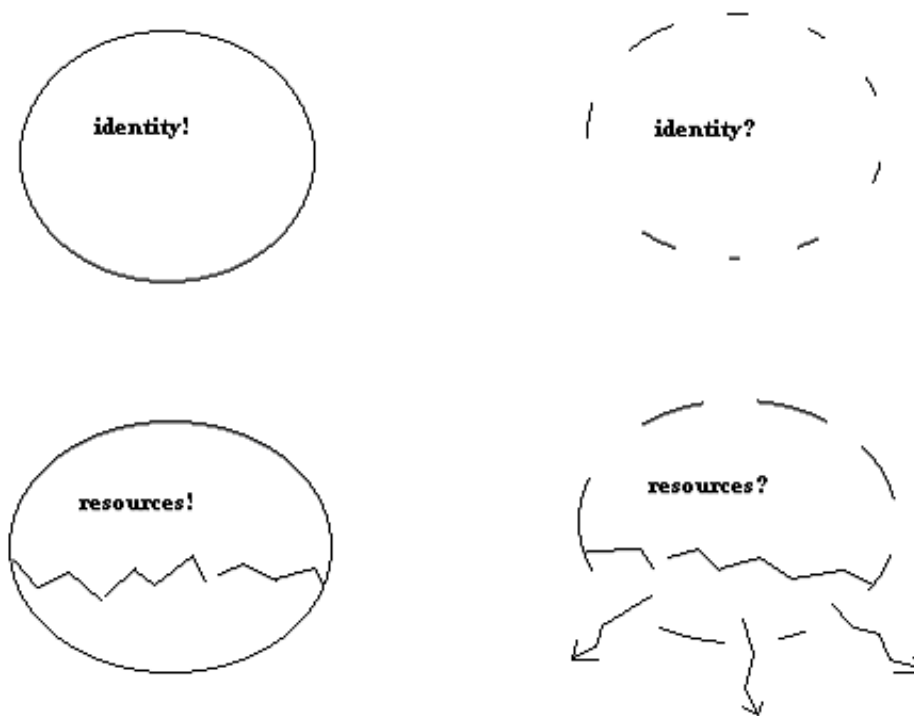
Our decision-power is a kind of control, and when we try to exert it over others, we are stealing their freedom through a “hole” in the boundary.

We are wishing, burning energy and focusing on how people *should* be. We are focusing on how the world *should* be... as if we had the omnipotent power to create that world. Emotional energy is the same, and part of the definition of suffering. Yet our ideas, when spilled out onto others, waste their time and ours if those ideas are not wanted. We don’t control forcing our ideas on others. And time is the price we pay for conveying or hearing ideas.

Those three inner resources are all that make us up inside. They compose our *identity*, and when we try to force our identity on others, we are suffering.

The Boundary: Identity and Resources

EFFECTS of BOUNDARY HOLES



When your boundary has holes in it, your identity can become vague in shape. But when you repair those holes, by using the word “no”—having preferences: no to this and yes to that, you start to have a more solid identity of very clear shape.

When your boundary has holes in it, your resources are vulnerable to leak out, wasted on the “uncontrollable” in life. But when you patch the holes in your boundary by saying no to suffering, you retain all your resources and they do not leak out.

For example, what if I had no *preferences* in life? Then I would also have no *identity*! You wouldn’t know anything about who I am or what I like, and I wouldn’t know either. What if I told you that I say “yes” to dogs and “no” to cats in my life? And I said “yes” to rock music and “no” to country. And I said “yes” to tuxedos and “no” to blue jeans?

Well, then with just three preferences you start to get the idea of exactly what kind of guy I am. I'm a dog-lovin', cat-hatin', rock-lovin', country-hatin', no-to-jeans, tuxedo-clad shrink! Ew. That sounds like a country music lyric...

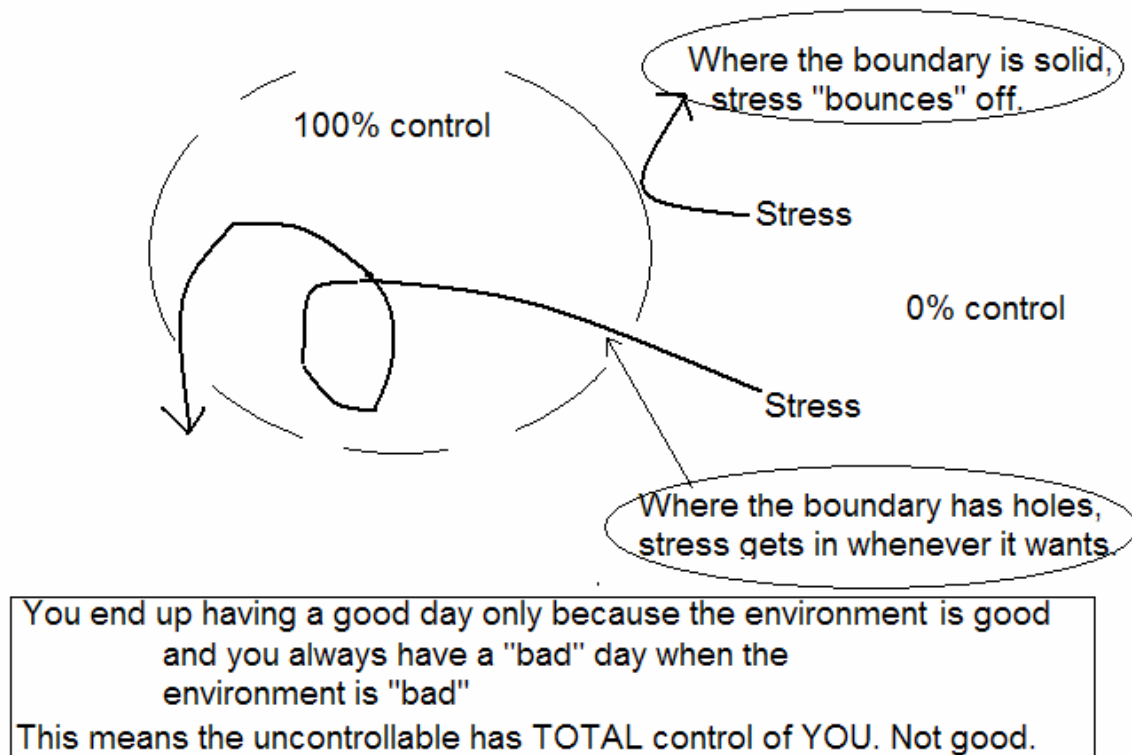
The point is, the better your boundary, via saying “no” to some things and “yes” to others—or being discriminatory in your choices for life—the better your identity. The weaker your identity, the more advantage people will take of you through those holes in your thin skin.

When you have a solid boundary and identity that goes with it, the better protected from *stress* you are. The personal boundary is your first line of defense, just like the shell of a Tortoise. When the personal boundary is solid, capable of saying no and hearing no, you are well protected from stress.

- Say “no” to stress, and it goes away.
- Don't try to control stress, just say “no” to it.
- If you let stress get into you through a “hole” in the boundary, it becomes yours, it is now a part of your emotional energy and is your problem.
- The boundary is your first defense against stress.

The Personal Boundary and Stress

The Effect of Boundary "Holes" with Stress



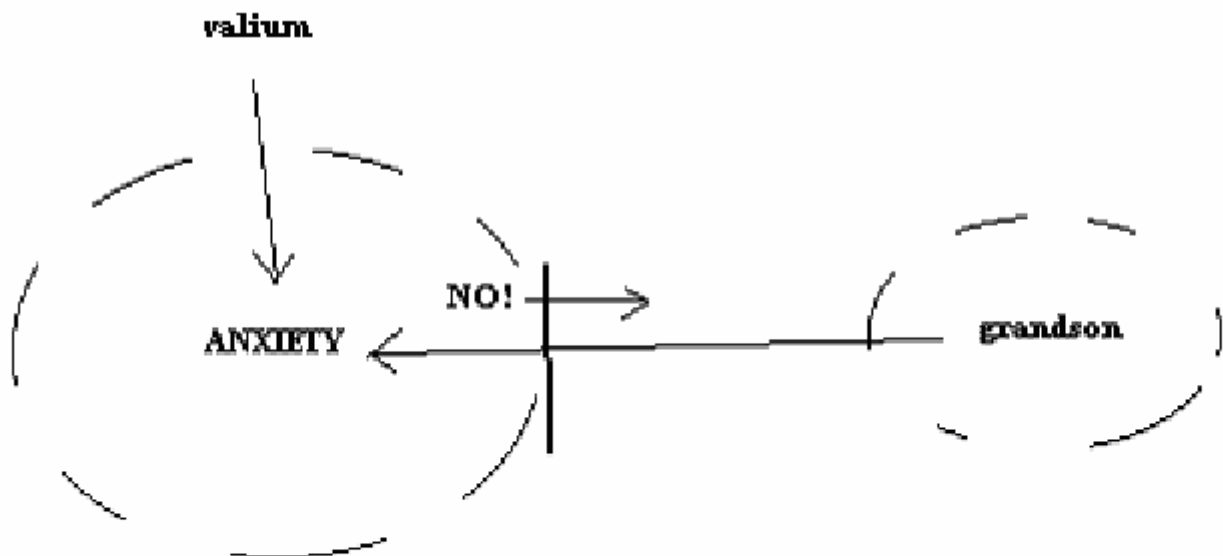
Just look what can happen to you if you don't learn to patch up those holes in the personal boundary—stress gets in whenever it wants. Stress originates in the uncontrollable environment—that means that the “uncontrollable” has total control over you! So you go around having a “good” day only because the environment is “good,” and a “bad” day every time the environment is “bad.” This condition is called *irritability* of a type that no medicine can fix—it is purely psychological! Only you can fix this kind of irritability in yourself or your company, by deciding to deal with stress head-on.

I have had many “irritable” patients (and acquaintances) and so often they are looking for an external means of fixing their problem—like the help of Valium, a therapist, food, money and all kinds of other temporary “band-aids.”

All they ever needed to realize is that they had a “hole in the soul” that needed patched—and no one could patch it except themselves. By learning to say “no” to those insults and stresses that batter our boundary wall, people are soon able to heal themselves of this kind of irritability by learning to walk away. They may simply say “no thank you” to stress—and shut their mind’s ears and eyes to the hostile environment. Stress is still there for others, but it doesn’t have to be in you, and doesn’t have to belong to you.

Let’s look a bit further at an example of this.

Poor Boundaries: Holes

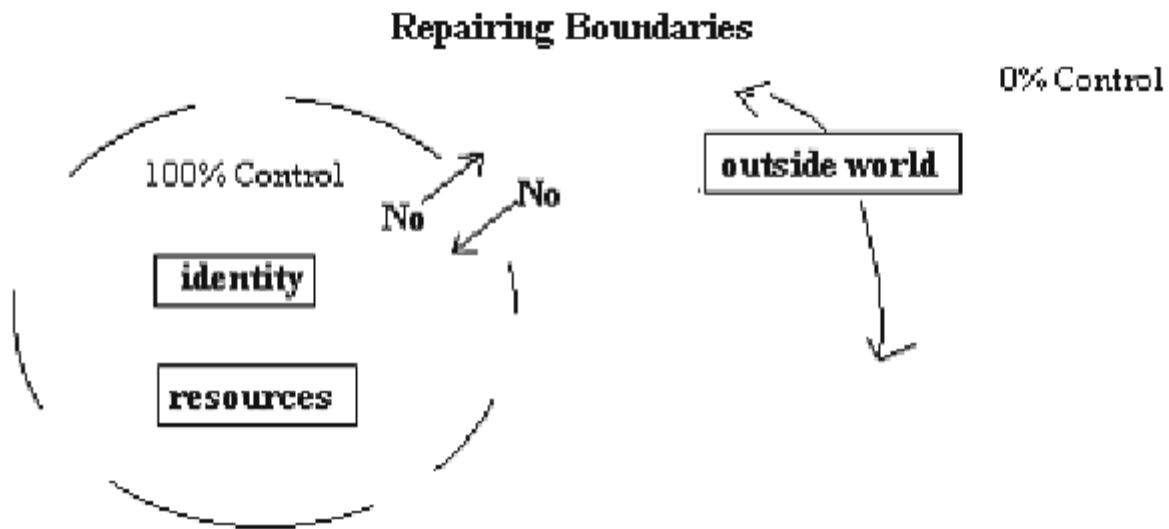


A woman once asked me for Valium to help her anxiety, but first, I asked her whether there was another person or event that directly connects to that anxiety.

Her grandson lived with her and did drugs in her home. When he was home doing drugs, she felt anxious, but when he was not home, she did not feel anxious. We soon discovered that Valium can't solve this anxiety, can't cure it. This problem was caused by mutual holes in their boundaries. Trying to treat her with Valium is like trying to treat Grandson's behavior through her body!

When she did the only "cure" for her anxiety (saying no to Grandson's drug abuse), her anxiety evaporated. She made him move out of the house. This kind of no, used for the good of both Grandma and Grandson, is colloquially called "*tough love*."

The CURE for "holes" in the Boundary: Say NO and get comfortable hearing NO



Holes in the boundary are places where we have trouble saying "no" or hearing "no". But simply by saying "no" to things you don't *prefer*, you will start to patch those

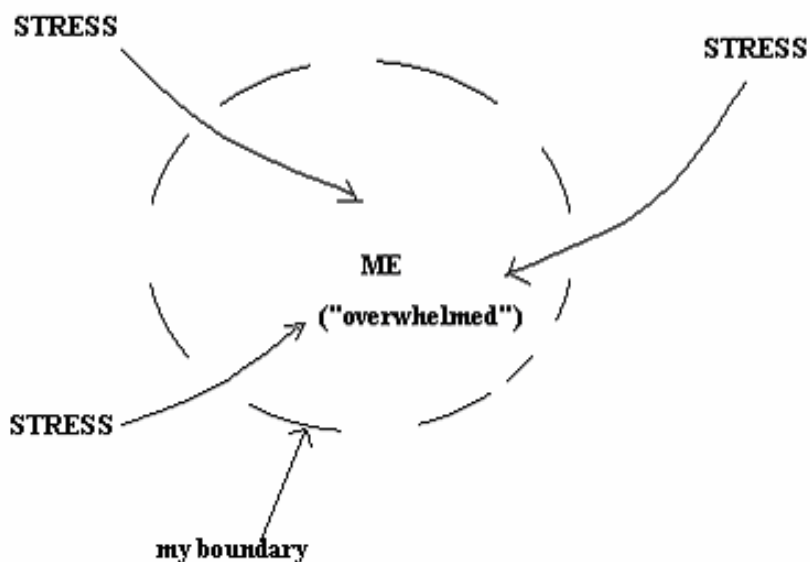
holes in your boundary and strengthen its wall. Be like Grandma, and say no. It will make you stronger against stress, like a nation with a tough border.

“Thin Skin”: Holes in the Personal Boundary

Trouble hearing “no” is the same as *suffering*, trying or wishing to control the uncontrollable and wasting energy for no good reason. Have you heard of people having psychological “blind spots” in their behavior? Things they don’t see in themselves but only others can? These are “boundary holes.”

Have you heard of people having “buttons” that can be pushed? Places where others can “get under their skin”? These are “boundary holes.” And what is the “skin” they talk about when things “get under our skin” or people have “thin skin”? The personal boundary of course.

Permeable Boundary, with “holes”



Holes in the boundary allow stress to easily get in.

Have you ever taken a grade school biology class? Do you remember when they talked about cell membranes? How we humans have cells with “semi-permeable” membranes? That means that the cell lets in good things—nutrients—and keeps bad things out. Well, when cells have “permeable” membranes, they are usually unhealthy, and so they bust open. They “lyse,” or break apart. Your boundary is similar to a cell membrane in the same way it is similar to the border of a country. When you have holes in it, it is too *permeable*, and you will be the thing that busts open with “overwhelm” before too long.

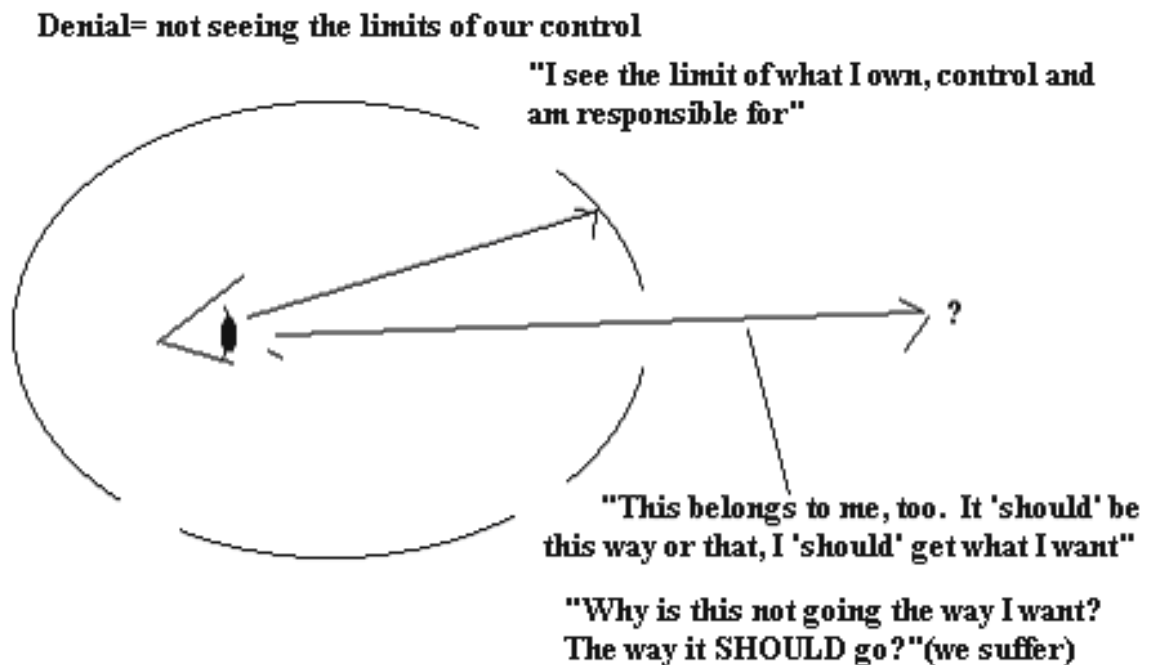
This example explains how Grandma was feeling about her Grandson’s drug abuse. Now after she made him move out, she came back to me again and felt relieved in one way, but still out of sorts in another way. “After all,” she said, “I want to be a good Grandma. I don’t want to see him hurting, living out on the street. And he still calls me and makes me feel so guilty...”

Well, Grandson had simply managed to find another way to get into her boundary. This is called being *manipulative*. He found another hole in her boundary, and *shamed* her through it. *Guilt* is something we feel inside when we know we have done something wrong. But she had not. *Shame* is an anxiety emotion from outside ourselves that someone else sticks into us. They just want to relieve their own anxiety, and we have done nothing to deserve that shame.

Denial: Caused by holes in the boundary

Grandma was still suffering this time, because she was also displaying another trait of boundary holes. She felt that she was “the whole world to him,” imagining that she somehow owned him. Grandma felt that all the troubles of his life were also fully her troubles, and her responsibility alone. Now whom did they really belong to? Him! Doing this is called *denial*, and denial is an illusion created by a boundary hole.

We look out the hole for the edge of our boundary (where we know our limit of control, ownership and responsibility ends). But where there is a hole, we instead see off into infinity, not realizing that we are looking into psychological territory that is in fact not ours. It belongs to someone else.



When we look at the edge of our boundary, we see the limits of what we own and control about our psychological territory.

Yet when we look out the hole in our boundary, we don't see a wall or limit. We only see territory that we imagine we own, control, and feel responsible for. Often when we do this, there are other people or goals out there beyond our control. We get frustrated when we find that we don't really own or control them.

Once again, Grandma needed to practice saying more "no's" to his calls in the middle of the night, to his requests for drug money and anything else that made her feel uncomfortable. However, she also needed to recognize that Grandson's life belongs ultimately to him, not her. Even if he could not "see" his own boundary holes with his Observing Ego, it was not Grandma's sole duty to be the world to him. That's the world's job—a job for all the people: his girlfriend, his brothers, the police, his boss, and everyone else in the world that can point out his boundary holes to him in everyday life.

Of course, the opposite of boundary holes can be just as unhealthy for people, too. Sometimes we get beat up by life trying to learn where our boundary holes are. We can get so smacked around by all of the "no's" that people tell us that we develop scar tissue over the hole to protect ourselves.

Psychological trauma is especially good at doing this.

You might tell a person with holes in their boundary to get a "thick skin" instead of a "thin skin." So people like Grandma and Grandson both might make themselves so toughened up by life that they say "no" to everything. They may not let intimacy with anyone happen ever again—an easy trap to get into.

However, when you are stuck, it's a good time to go back to school. Time to remember those cell membranes from grade school biology.

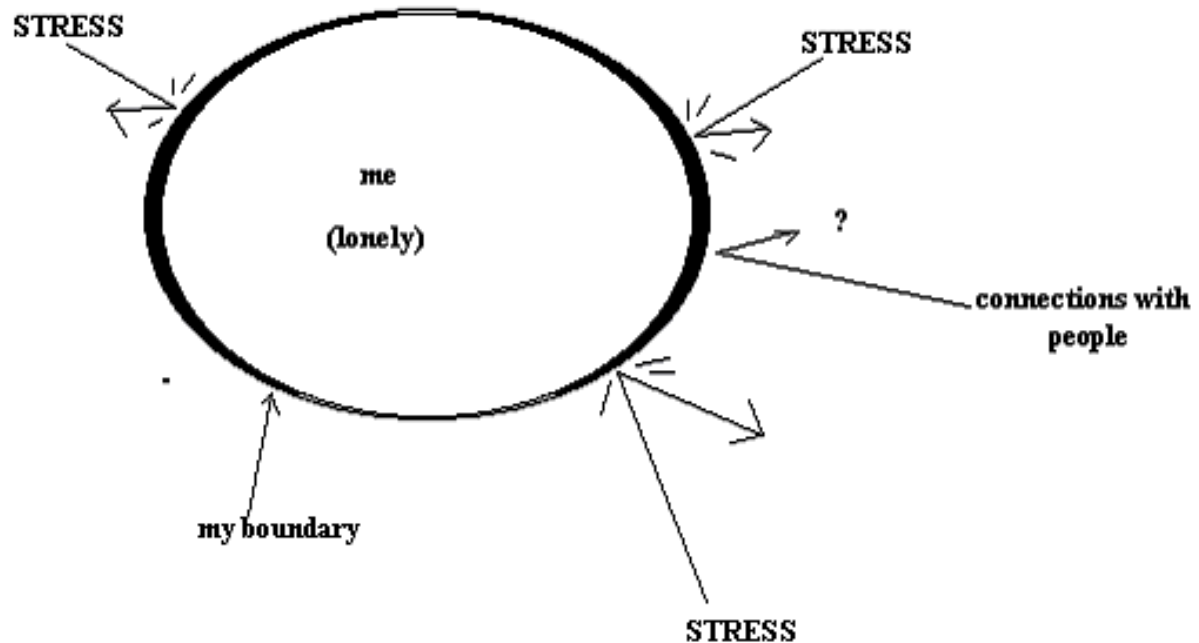
If you think about types of cell membranes, and types of national borders, you may realize that that boundary walls are just as unhealthy as boundary holes—to cut off from the environment completely is just as harmful as being completely vulnerable to the environment. Being a hermit is just as bad as wearing your heart on your sleeve.

Cell membranes that are called “impermeable” are those which don’t let anything in or out of the cell—no nutrients get in, and no waste gets out. Well boundary walls do the same thing. This is like a person who says “no” to everything, or a country like North Korea, which allows no new ideas or culture in, no trade out and gets no assistance from the international community.

This is having *walls* in your boundary instead of *holes*. When inflamed, damaged cells do this, they wither and die of starvation and toxic buildup. People like this starve for new ideas. They also starve for new energy, or what we all call *love*.

“Thick skin”: Boundaries with Thick Walls

IMPERMEABLE BOUNDARY, with no “doors”



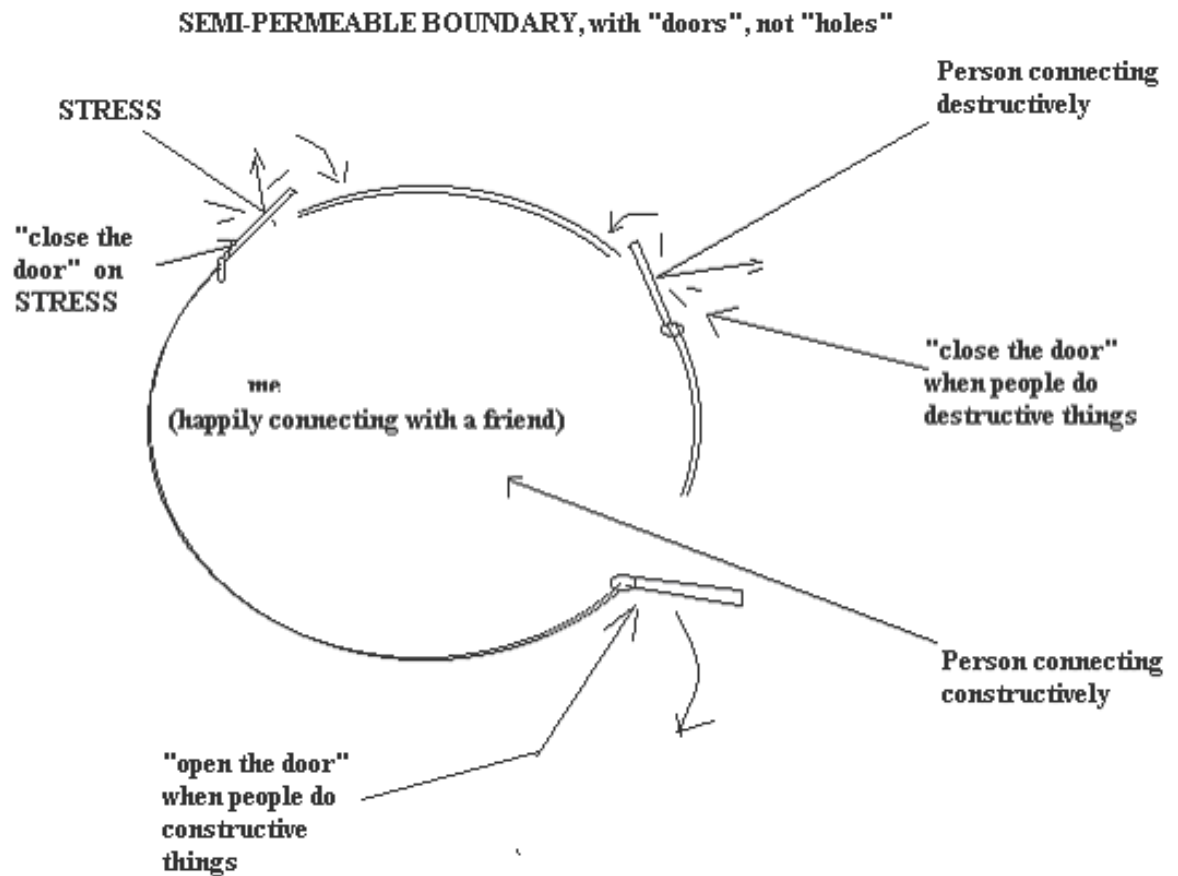
The boundary of someone who has been hurt or threatened chronically can sometimes develop this kind of “scar tissue”—these thick walls. Yes, it protects them from stress and destructiveness from now on; however, they become vulnerable to loneliness and starvation too.

Maybe you have heard of the disorder, PTSD, or Posttraumatic Stress Disorder. Well-understood as a result of the study of war veterans from Vietnam, studies of this condition reveal something striking. When a soldier would go on more than one tour of duty, but had been emotionally traumatized by the first, he would do quite well emotionally on the latter missions.

It was as if he had had a kind of “inoculation” against stress that protected him emotionally during future combat. You see, what he built in his boundary is a strong wall against stress. The problem arose that in these men now home for years or decades, they would find it difficult to open up to their spouses, to be vulnerable or reveal feelings, or to fully be able to love. Protected from stress, they would now also emotionally starve in loneliness.

Remember that a personal boundary has all the features as the border of a country. It keeps bad things out, but must also allow good things in. These boundary *walls* are an example of a boundary that does not work well. A nation like this is isolated from the world community just as an individual with this kind of boundary is isolated from the social surrounds. This situation is just as immature and unhealthy as having boundary *holes*.

The Mature Personal Boundary and Politics



The most mature personal boundary has "doors" rather than holes or walls in it. The human skill of combining your decision-making with your boundary function to decide when to open and close its doors is called politics.

High health is to open your "doors" to *constructive* ideas, emotional energy and behaviors, and slam it shut on *destructive* ideas, energy & behaviors.

Have you ever known someone who holds a grudge? Or a couple that has a minor fight and then decides to break up over it? Or someone who says, "My way or the highway"? All these people are using *walls* in their boundary instead of *doors*.

If you think about the most mature relationships you know, you'll find that they are the ones in which the two people can "agree to disagree." This can only happen when people have the ability to have *doors* in their boundary instead of all holes or walls.

If you think about how many people want their spouses to be mirror images of themselves and won't tolerate less, these people have all *walls*—they say "no" to everything unique and different about their partner. They are intolerant. If you know people who tolerate all kinds of obnoxious, abusive or inappropriate behavior in their partner, those people have all *holes* in their boundary.

Mature adults with *doors* in their boundary are able to stay committed to another. They decide to *open* the door to good constructive behavior, and *close* the door to bad, destructive behavior in their partner. The hitch is that they don't hold grudges.

People with *doors* are willing to open the door up again when their partner changes back to doing good things—or when their partner's preferences match their own again. Doing things that are often within the preferences of your partner is a desirable thing, or else why are you together in the first place? You might as well be just friends or acquaintances.

Luckily, we can learn a sophisticated way of using our personal boundary with others. We can open and close a *door* to them depending on whether they are being win/lose or win/win in their behavior.

I once heard it said that in ancient times that when there were battles, a warrior could fight with a sword or a shield. However, a warrior would find that in using his sword, he would quickly tire out. Using his shield would protect him from the enemy, but he would not tire as his enemy would. Your personal boundary is your *shield* in relationships.

Think about it. In a relationship in which you have some major disagreement—or a business in which there is difficult negotiation—you can just keep using your shield, the boundary. Your sometimes-friend-sometimes-foe will have no choice but to either gradually, slowly get along better with you, or else go away if they offer nothing but destructiveness. All human beings are sometimes constructive and sometimes destructive. In this way, you can stop holding grudges and cutting potential future friends out of your life. Why? Because all people are capable of change and adaptation.

We are all capable of turning it around and doing right—every moment of every day. And nowhere is this more important than in our close relationships. Especially in marriage. People can turn constructive at any moment, and you must be the judge as to whether there is a trend toward the better.

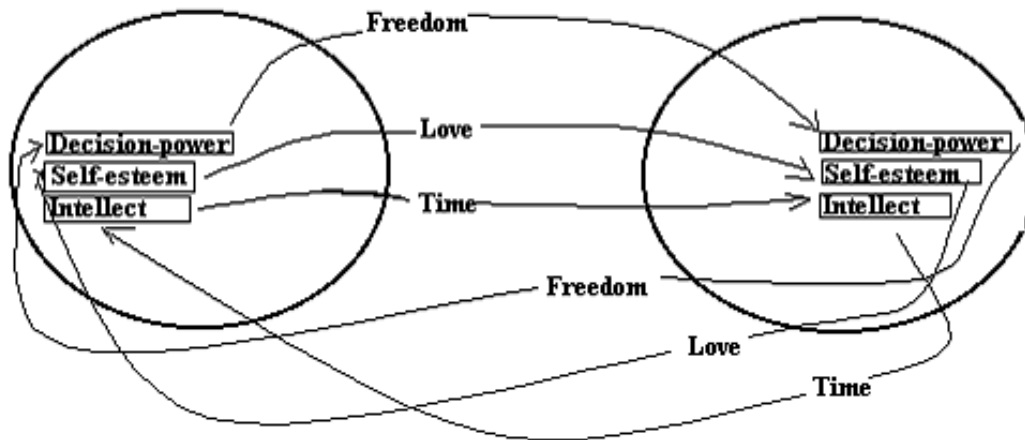
So when you are in any kind of relationship—friend, spouse, business partner or client—imagine having *doors* that can swing open to constructiveness and close to destructiveness. Commit over time to open, close, open, close to this person—all dependent on whether the immediate “deal” on the table benefits you both (constructive), or only one of you (destructive). Sooner or later, they will either be your greatest ally, or they will be gone from your life. Either of these results is acceptable if you agree that suffering is the wrong way to go.

We are complicated creatures aren't we? And whole nations are complicated collections of us complicated beings. Yet, the large-scale view of the boundary of a nation functions no differently than the small-scale anatomy of a single human cell. The semi-permeable membrane that is capable of letting only good things in, and keeping bad things out, works like the discriminating work of a customs-and-immigration service, or like the simple *door* in your very own personal boundary.

It is over the edge of a personal boundary—like the interfaces of a computer with the internet—that we engage in commerce or trade with others.

Currency & the Economics of Psychology

The CURRENCIES of LOVE, TIME, and FREEDOM



We all engage in psychological trade with each other every day—only we do not trade with each other in paper currency. We have only three psychological resources with which to do commerce:

- *Self-esteem* (positive emotional energy)
- *Intellect* (information)
- *Decision-making power*

Each of these has a currency attached to it, once it is placed “on the table” in a “deal” with others.

- Love is the currency of exchange of self-esteem.
- Time is the currency or cost of exchange of intellect or information.
- Freedom is the currency or cost of decision-making power.

Think about this amazing, invisible world of psychology! We do *psychological trade* with each other every day! What would it be like if you were a sleepwalker, and you took out all your money from the bank, and sleepwalked right to the local malls and car dealerships? You might wake up the next morning with all kinds of products you don't want, you're broke and you're really bent out of shape. You'd be stressed-out, wouldn't you? Well this is what 90 percent of the population are doing with their most valuable currency of all—their psychological currency!

It's what is happening to you when you don't use Observing Ego, and what happens when you let your boundary fall into disrepair. You'll end up "broke" on time, energy and freedom to live your life according to your preferences.

Sometimes we trade some of our currency of *time* for *love*, as when we tell our kids a bedtime story. Sometimes we trade some of our *freedom* for *time*—such as when we become an apprentice at a skill and do the drudgery-work like a medical student does for an established doctor. Then we find that we are more efficient at *time* use due to the new knowledge that mentor gave us in exchange for our obedience.

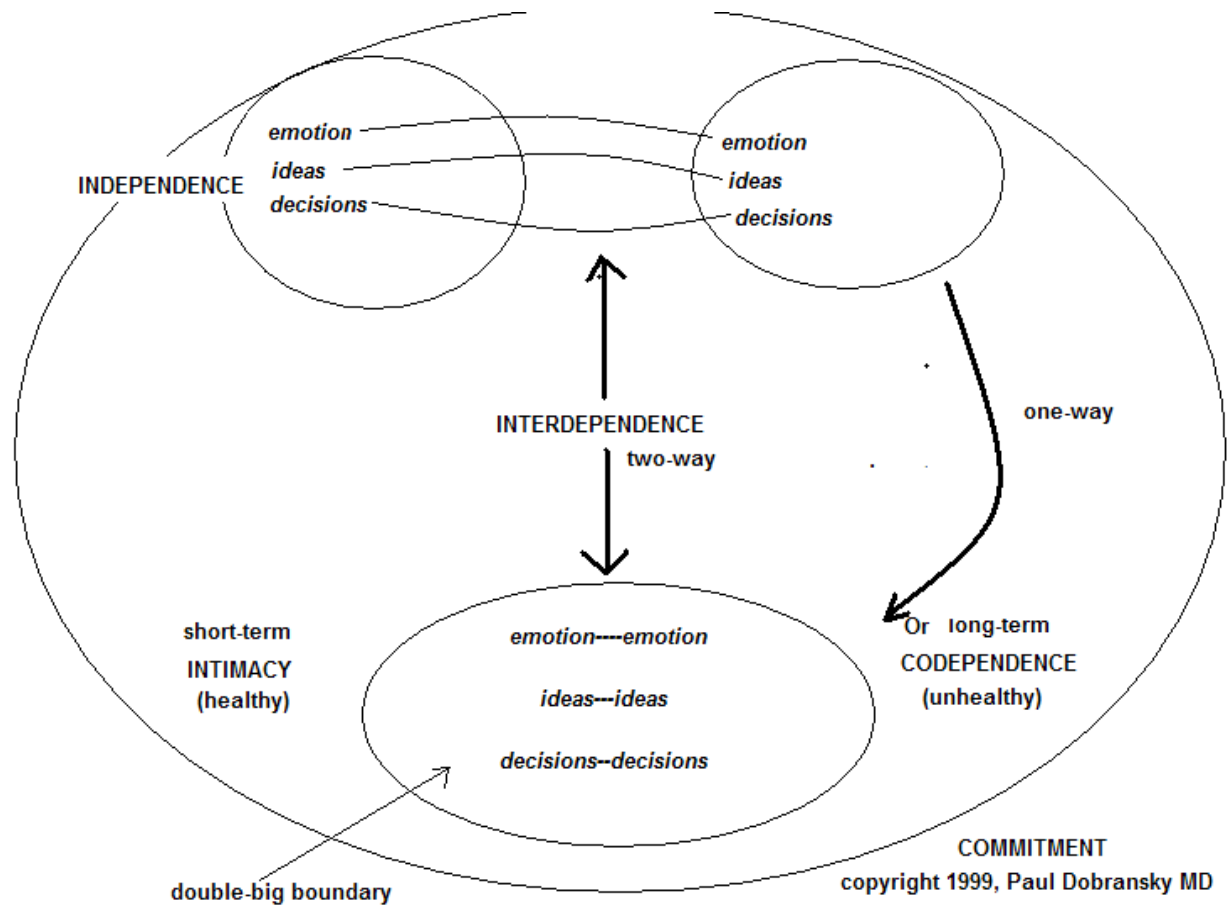
Finally, you surely know that all of these things equal money if you are employed by someone else. You exchange a certain amount of your freedom if you have a boss. By definition, bosses make more decisions about us than we get to. Of course we also put our time and energy into the job, and get a salary in exchange.

Are you getting a fair deal in your psychological trades!?? It's doubtful if you have not been aware of the tiny details of your boundary. Only with a great, mature boundary can you get good "deals" in life.

“Time is money,” they say. But time is money and freedom is money and love is money, and love is freedom, and freedom is time, and money is freedom for some people. It’s all just currency and whether you trade a particular one for a particular other all depends on those little things called your *preferences*.

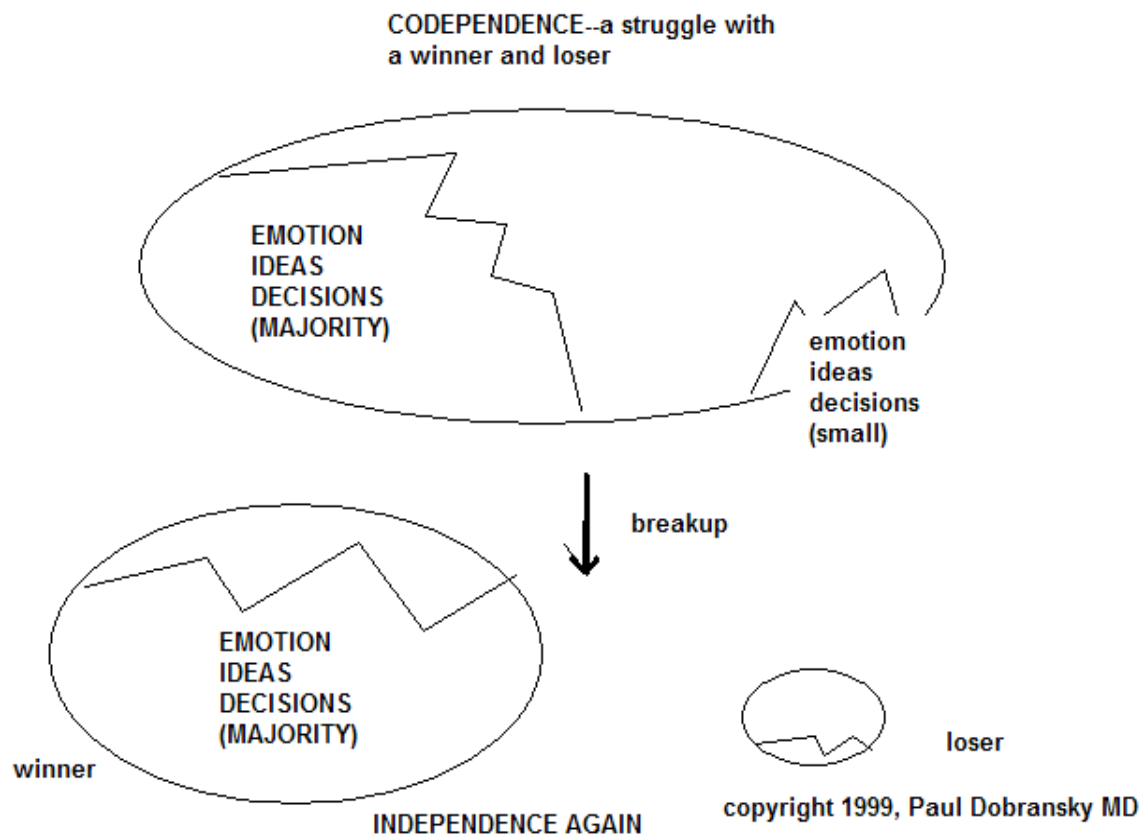
Some people would love to trade their *Euros* for *American dollars*, but would never be silly enough to trade their stable *Japanese yen* for the inflated *Hungarian forint*. To be of highest character and good health, try to make only constructive deals with others, in only the particular currencies you want or need, and in which you open up only to win/win deals that benefit both you and others.

Interdependence: the most mature function in relationships



When people first meet, they are still independent. They find they have synergistic emotional energy, similar ideas and finally they start sharing decisions. They *decide* to go on the same date, marry in the same chapel and have the same kids. Now they are “intimate” and share intimacy, *pooling* their currencies. However, if they remain stuck there, it is called codependence. Maturity demands us to instead bounce back and forth between intimacy and independence, a state called interdependence. When we are interdependent, we are able to agree to disagree, able to go do one’s own thing and hobbies at times, but still have commitment.

Codependence



When two people become “stuck” in intimacy, they are seduced by the illusion of doubling the size of their boundary, resources and imaginary, instantaneous personal growth. However, they also have lost the boundary between each other. What does this cause? Well, you lose the power to say “no” or tolerate hearing “no” from each other.

When codependence happens, they find it hard to return to independence and still have a relationship. Commitment is missing from the system.

Think about it. If there is no commitment between two people who are “joined at the hip”-intimate, then what would it feel like when one of them decides to go do a

hobby? To go do some things independently? It can feel terrifying! There is nothing to keep the person in your life, and they very well may drift away or cheat.

Soon, one person finds themselves stronger than the other person, and may start to “hoard the currencies” all for themselves. Why? Because the currency is just sitting there, unprotected and waiting to be taken! It is simple human nature: we see what we want, it is freely available and we take it—no boundary is marking it off as belonging to the other person.

Usually, the natural history of such a relationship is for one person to “bully” the other until most resources are gathered in their corner of the “shared” boundary. Finally one partner “ejects” the other from the system when they have taken what they want.

Codependence is the last thing you want in your relationship or marriage, and it is the last thing you want in your life. However, commitment you do want—and it can only happen between two people with strong boundaries.

I remember the most touching and profound wedding I have ever been to. My friend Natalie was getting married in Cabo San Lucas, and none of us could figure out why in the world it had to be held there. Yes, she and her fiancée had vacationed there several times and loved the sun and the ocean. But while many of us cringed at the expense, we were bound and determined to attend anyway.

Natalie’s mom had passed away from cancer several months back, but she had given her blessing when she was still alive at the time Natalie had become engaged. Still, while we all cavorted in the tide or went fishing for tuna and marlin, there was an inexplicable sadness the whole week, which none had dared give words to or acknowledge openly.

The ceremony itself was wonderful, held at sunset right at the ocean's side. Nat's brother was an attorney who would conduct the ceremony. It was perfect, and when that same song so many weddings started to play, I thought hard about what words I might say to honor the couple at the reception.

The tune was Pachelbel's Canon. One of the most beautiful pieces ever composed—but hearing it again for the fourth time at the fourth wedding I'd attended that year, I tried to listen with new ears. I got in the present moment and just listened. Why was this music—a “canon”—played at countless weddings around the world?

It occurred to me that a “canon” is something like “row, row, row your boat”, a piece played with a simple, repeated melody strummed in countless variations until it reaches a perfect climax.

I walked out to the pier after the ceremony and before the start of the reception, where the mood was one of hushed jubilation. Then it struck me.

Isn't a “canon” much like our relationships? At our core is our basic temperament and passions and preferences, and underneath them all, a mission in life—a thing we were meant to do that none other in the world was meant for but one solitary one of us? Like a melody. And in each relationship we enjoy or despise or endure and eventually end in haste or in friendship. Isn't that melody underneath played with a slight new variation each time? A slight change in our song with each relationship, if we've learned from the prior ones. That is, until the climax moment that we are truly ready for marriage and have found “the One.”

I thought about sharing this with Natalie and her husband, but there was something missing. A second thing hit me square in the face.

Of all the lessons taught me by my professors of psychoanalysis, there was one odd and interesting one that sprang up. Dr. Peter Silvestri had once told me that of all the dream analyses he'd done, there are no universal symbols to interpret. That is, every symbol in a dream means only something for the dreamer to decipher. "Except for one," he'd said. "For some reason, the symbol of water always signifies the presence of 'Mother.'"

Ah, it was so true. A hundred people had come a thousand miles to be at this place on a peninsula called Cabo San Lucas, almost entirely surrounded by beautiful soothing water. And to my mind, for all our avoidance of the subject, not a mention of her publicly on such a joyous week, Natalie's mother at least in symbol was all around us. She was watching, enjoying, soothing us, and deserved to be mentioned and honored there, too. And she was that night.

Do you see the importance of interdependence now? For all the magic and imagination of romance, we cannot afford to "not be ourselves." Our romantic lives and history of friendships are simply "canons"—beautiful music unfolding, day by day. Each encounter with another person a playing of our simple melody, with just a slight new variation unique to that moment and that pairing of two souls in encounter. That same identity we carry with us all the days of our lives is still there, always underneath. The melody of *you*. If you keep a constant sense of you, you will marry well someday.

If you have hobbies and differences with people, which you always will, you still cannot afford to not be yourself. Your body and soul will not allow otherwise anyway.

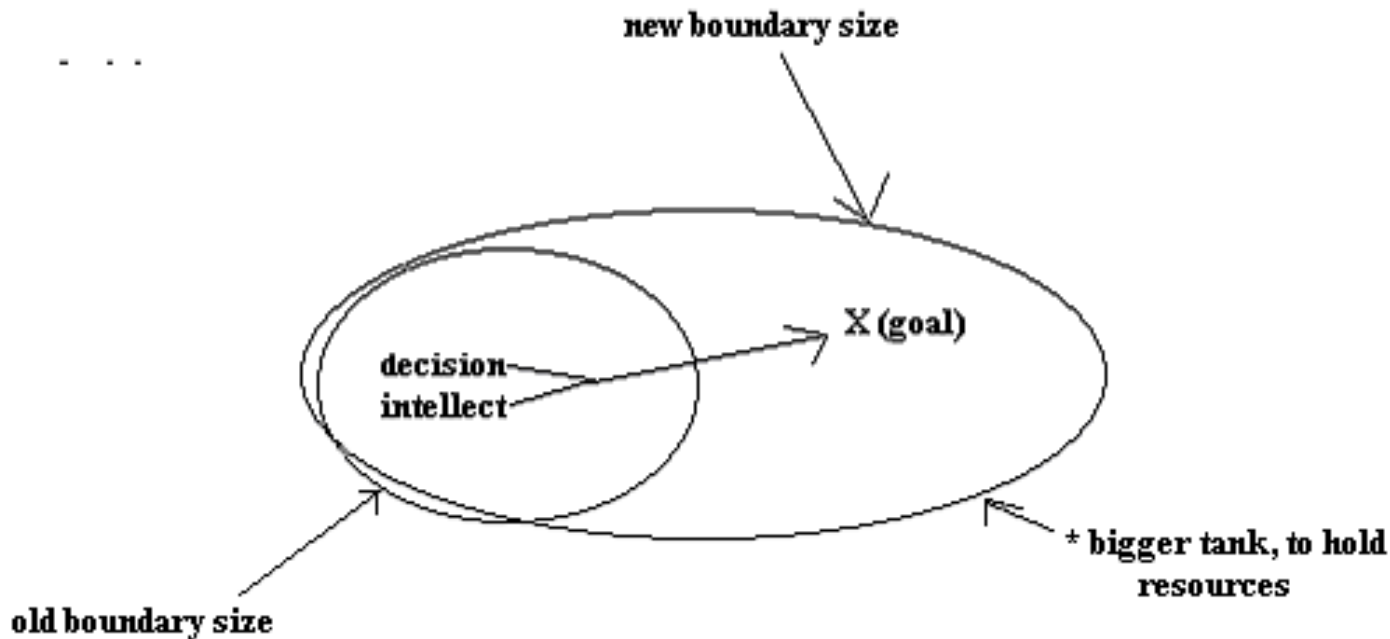
Your melody will play in your every movement and breath, whether you like it or not. It is a music, a set of symbols that describe us, a color, a feeling, a belief.

There are times when you will have to act independently even when you are in a committed relationship. Your melody demands it. There are times when you cannot agree but still are meant for each other. Yet when we get into codependence, when we can't find it in us to say "no" to another or to go do our own thing for awhile, we betray ourselves and our music. But no matter—for all the suffering that codependence is and causes, the melody in each of us comes out anyway. It cannot be denied—in life, and maybe even after life. Our symbols, our songs, and our dreams touch the lives of others no matter how we try to control and manipulate and author that contact.

As an immature system by definition, codependence is a win/lose situation. It creates the illusion of doubling the size of your boundary, an illusion that resembles *success*. But interdependence lets us relax, be honest with ourselves and others, and inevitably leads us through all of the musical notes and symbols of life, to the one meant just for us. That is the real success in relationships—the one that takes time, patience, attention to serendipity's offerings and the willingness to act on them.

Success

REACHING GOALS, and Growing the Boundary Size



When we approach a goal using our inner resources that we do control and reach it, it is not a goal anymore. We “own” the goal now. We have expanded the size of our boundary, and the real control that we have over our environment—both physical and psychological. We have expanded the size of our “comfort zone” for a given challenge.

Once you have dared to venture out into that unknown, random, stressful, uncontrolled environment, you have “broken out of your comfort zone.” In this place, you will need to use all your resources to navigate your way to a goal, and once there, you control the goal. It is then not a goal any longer, but a new expansion of you!

As we learned, success does not equal happiness. Success is simply a bigger boundary, where we have met our *goals* through using our intellect with intelligence. Happiness, or bliss, is different—it comes from filling up that boundary with positive emotional energy, called self-esteem. And freedom comes from filling up your boundary with even more wisdom—a combination of conscience and intuition.

Success is real, but codependence produces the *illusion* of success. See, in codependence, we have actually borrowed someone else's boundary. Not good. To find *real* success, we need to learn how to use *intention*, a combination of decision-making and intellect. We cover this later in the book.

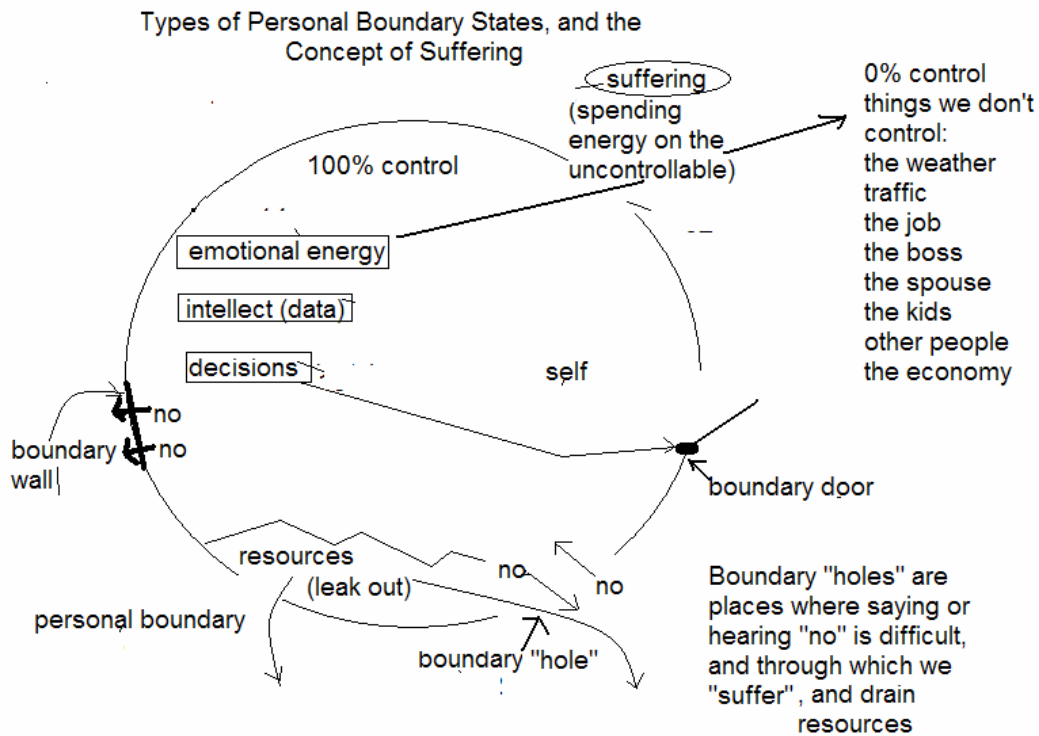
You might now really begin to see how a person can be happy but not successful—this is a person who has a boundary *full* of good emotional energy (or self-esteem), but it remains a very *small* boundary. This is your happy, lazy neighbor.

Likewise, you might see how a person would be successful but not happy—they have a very *large*, but *empty* boundary, with just a trickle of positive emotional energy inside. This is a Kurt Cobain or Michael Hutchence, a MacBeth or a Richard III.

The interesting thing about life here is that none of us has just holes, or walls, or doors in our personal boundary. We have a collection of all three. So we might have holes in our boundary for our friends, but over-conservative walls about our education—allowing no new ideas in us. Yet further, we might have mature, wise use of doors regarding our finances.

We can be “a mess” in some areas of life, and then again be very mature and well-functioning in other areas.

PUT IT ALL TOGETHER AND HERE ARE ALL YOUR BOUNDARY FUNCTIONS:



You need only start to learn your identity, your preferences and beliefs in the various areas in life, and decide which ones are in need of work on the *holes* and *walls* that try to cover them.

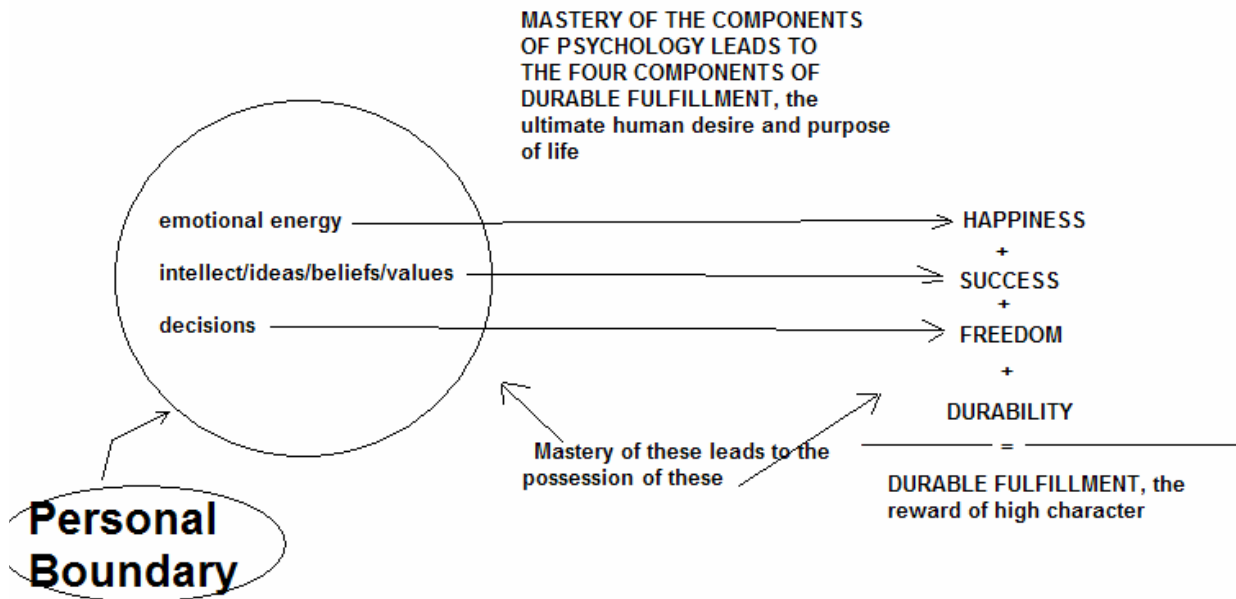
Large general boundary areas might include such classes as *marriage, family, career, money, hobbies, spirituality, health, creativity* and *community contribution*. Learn to stop *suffering* in those areas in which you have holes, stop “trying to control the uncontrollable.” Learn to say “no” or hear “no” in these areas more gracefully. Learn to say “yes” more often in the areas in which you feel you are *starving* for ideas or love—areas of life in which you feel *lonely*. These are your walls which need to be transformed into doors.

Replace these hole and wall areas with *doors*, by conscious, judicious practice at knowing your preferences, then knowing the difference between constructiveness and destructiveness, then finally by practice saying “no” to what you know is bad for you, and “yes” to what you know is good for you. Do this, and you have the personal boundary of a Tortoise—you have a perfect tortoise-shell, a mighty shield, a healthy cell-membrane and the most civilized personal “border of a nation” that can be had—all in you.

Once you’ve done all this practice work, you are well-fit to interact with the world. It is as if your computer’s interfaces are now all plugged in and firewall-protected. You are free to really enjoy the world from your desk, via the internet, email, and weblogs, all without a worry about viruses, spam, hackers or pop-ups.

Just think—if in business we go to such extremes to protect our intellectual property and corporate secrets with all this gadgetry, how could we not want to do the same with our psychology? With great boundaries in your individual self and your business partners, employees and coworkers, you have minimal political, cultural, or customer service problems. Now you have a real science to operationalize those ideals!

Now you have mastered the Personal Boundary, and can have the “Durability” part of Durable Fulfillment



- We have learned to use the boundary to block stress and to open up to psychological commerce when it is constructive, or win/win.
- We have found the way to make ourselves “durable” in life then, to be able to hold onto all the good resources we are about to learn to cultivate.
- We also now understand that for any part of a problem in life that sounds vague, the personal boundary is the answer. Why? Because when our boundary is riddled with holes, those holes make the shape of our identity vague as well. We are the problem when things are vague.
- So do a check on your “problems.” Is there any vague descriptor about them, or is the term “weakness” or “transitory” or “flash in the pan” involved? If so, go to your boundary and examine for identity properties and durability properties. Where do you suffer, trying to control the uncontrollable? Stop it. Next, are there areas of life, or people or situations for which you have holes or walls? If so, practice turning them into doors and see what happens. Next, how is your commerce working with others? What do you trade and what do you get back? Is it what you need? And is it a fair, win/win deal? And in your relationships that pertain to the problem, are you too codependent (holes), or too independent (walls)? Learn to be interdependent (doors) instead.
- Now learn the three internal resources we store in our personal boundary “tank.”

CHAPTER SIX: The Anatomy of Decisions

Decision-making is the first inner resource of three that we are going to cover in detail. We have already discovered how “decisions are the definition of life”—that what makes our *identity* unique from every other person on earth comes from the *sum total of every decision we have ever made*.

We *decide* on our preferences. Then we use our boundary to enforce those preferences, giving our identity its shape. Finally, we *store* the result as data describing our *self-image*. That’s how our decisions literally help define us.

Decisions are more than the definition of life. Much more. They are also the *definition of growth, identity and maturity*. Decision quality marks how far along we are in psychological maturity, and there is an exact way of measuring that. I’ll show you shortly. In the meantime, let’s learn how the more *mature* we are, the more equipped we are to have Durable Fulfillment, our life’s mission accomplished. Let’s “calculate” how that is.

If we were computers, then decision-making is our “microprocessor.” Many people get caught at a young age in a kind of pattern of decisions that reveal the level of maturity they are at—these are called Ego Defenses. Psychoanalysts analyze these “immature defenses,” then get us to grow more mature defenses instead. I’m sure you have heard of someone using a “victim attitude,” holding grudges, being passive-aggressive, being a gossip, seeing things in “black and white,” blaming others for their problems, or “being in denial.” These are all *immature ego defenses* that psychoanalysts try to break us of.

These immature ego defenses are simply habits we make out of a destructive style of decision-making. Such a person has a primitive microprocessor—it gets the job done on your computing, but in an inefficient, primitive way. However, part of your goal for your decision-resources is to make them into more mature styles. Doing so will cause society to grant you more *freedom*, the second reward of Durable Fulfillment.

By contrast, *mature ego defenses* are like an advanced, efficient microprocessor that gets a whole lot done accurately and easily, without suffering much.

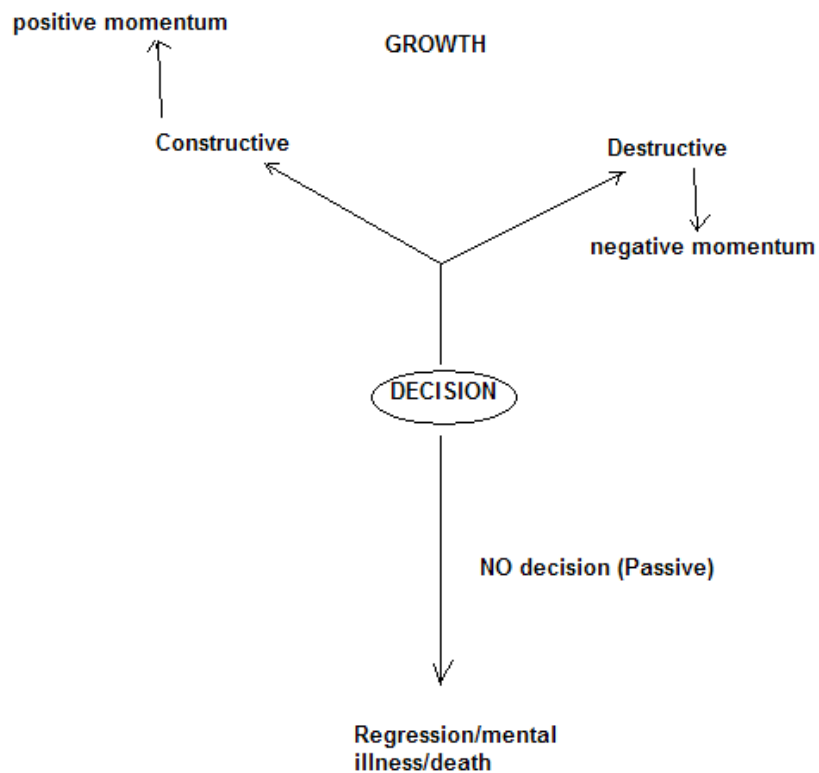
Have you ever waited on the phone for a computer company's service desk to help you with an impossible problem that has shut your computer down? You wait a half-hour, an hour, and find they still can't help you? Frustrating? Don't do that. Develop an advanced microprocessor for yourself that almost always works perfectly and doesn't need maintenance.

There are several aspects of decisions that we need to learn in order to master them:

- Decisions are responsible for our *growth*, when we use Observing Ego to analyze them.
- Whole collections of decisions that are similar in nature, that then go “underground” and on “autopilot” are called *habits*.
- Every decision you have ever made has been either *destructive* or *constructive*.
- Which means that there are also destructive and constructive *habits*. These are the same as what psychoanalysts call immature ego defenses and mature ego defenses.
- Destructiveness is what is called win/lose thinking and behavior, an immature, childish mode of being that sees the world as a place of *scarcity*, where there isn't enough good currency to go around.

- In this *destructive* mode, also called *narcissism*, you can't feel good unless someone else feels bad, and you can't be "right" unless someone else is "wrong." It is the force of childishness, criminality, and even what theologians call "sin" or "evil" in the world. The Rat and Hare in our fable used this mode exclusively.
- Constructiveness is what is called win/win thinking and behavior, a mature, patient, team-oriented mode of being that sees the world as a place of *abundance*, where there is enough resource currency to go around for everyone.
- In this mode of decision-style, a person sees every action they do as potentially also useful to others, and sees opinions wide and varied in the world, in a way where "all of us are right." In that sense it respects the boundary of others and their inalienable right to an opinion.
- It is the force of civilization and moral growth, headed in a direction toward a kind of decision-balance called *wisdom*. The Tortoise in our fable exclusively uses this mode.
- Decisions exist on a spectrum of function, fed by two sub-types of resource, called *intuition* and *conscience*.
- Conscience is an inner resource that represents one end of the spectrum of decisions. It is our sense of morality, right vs. wrong and ethics, and amounts to a sense that tells us whether we are being destructive or constructive.
- Intuition is an inner resource representing the other end of the decision spectrum. It is our sense of "shrewdness," or being "worldly-wise." It is a kind of sense of estimation of various types of environments, to know which ones are likely to be destructive to us and which are likely to be constructive. The middle point of these is called *wisdom*—a balance of *conscience* and *intuition* perfectly balanced to the requirements of the environment, with the desires we have inside.
- When we have *wisdom*, society wants to give us more and more freedom, because almost everything we do benefits society through win/win behavior.
- Later we will learn how our decision-making resource combines with our intellect, to create *intention*, a kind of perfect target-sight or compass that flawlessly gets us to our goals.
- Our decision-making resource is like the microprocessor of a computer, quite a powerful thing. And you are going to learn how to design your own.

A Deeper Understanding of Decisions: Our FIRST Inner Resource



Remember every decision has a destructive or constructive outcome—for you or for others or both. Destructive decisions are win/lose behaviors, ideas or emotion. They are immature and of low character.

Constructive decisions are win/win behaviors, ideas, or emotion. They are mature and of high character.

I once knew of a healthcare company whose CEO had barked about how he detested physicians. This was behind closed doors of course, but it was his real sentiment. He thought they were all greedy and difficult, and they just existed to mess up his profits. Well, his company was once a stalwart performer on the stock market, but under his guidance, this company started losing physicians from its network.

Now the more this bleeding of physician personnel would happen, the more the CEO would spout his hatred of doctors—how sneaky and greedy and low there were to leave his corporation. Until finally one day, the bottom fell out of the corporation's hold on a large regional western market. It had to entirely leave some states because too many physicians had heard the ruthless, undercutting price-fixing that this company engaged in. They didn't even need to hear the CEO's private words—they could sense it in the behavior of his company.

That one, lone decision to first utter foul language about doctors had sparked the beginnings of a very destructive public relations habit in this man. The habit grew in a way that temporarily garnered higher profits by short-changing his only real resource—physicians. However, in the long run, his immaturity decimated his company.

Destructiveness produces negative momentum for your personal growth. If you had some upward movement and growth, it will slow and can start to go backward if you are destructive enough for long enough. Then you regress to a lower state of life. Your immaturity in effect has you feeling “less alive.”

On the other hand, I once heard of two women who had an important decision to make—how to deal with the deaths of their children. They had the option to get bitter and spiteful, to get depressed endlessly or to do something constructive and positive. One of them decided to set up a memorial fund. The love that poured back to them from the community felt good, and they healed just a small bit. Moving on, they started a habit with more fund-raising work on behalf of their sons—and the community responded exponentially. They began a non-profit that thrives today—M.A.D.D., Mothers Against

Drunk Driving. A corporation that helps millions all started with a constructive decision that led to a constructive habit.

Constructiveness produces positive momentum for your personal growth. If you had some downward movement and regression, it can turn around eventually with through constructiveness.

Remember that since biologists define “life” as an “entity with decision-making power,” making any decision makes an individual grow and feel “more alive and free.” Making no decision at all causes an individual cease to grow and feel “less alive” even more quickly than destructive decisions do when they cause us to regress.

The Rat in our fable made no decisions, and quickly felt less alive—a kind of destructiveness in absentia. E.g., “The most dangerous man alive is the one who does nothing.” Now the Hare in our fable is a definite destructive decision-maker and habit-maker. He thinks he is really “living high,” but burns out fast. But the Tortoise is the constructive decision-maker in us—he is the most alive of us all. Use your Tortoise power.

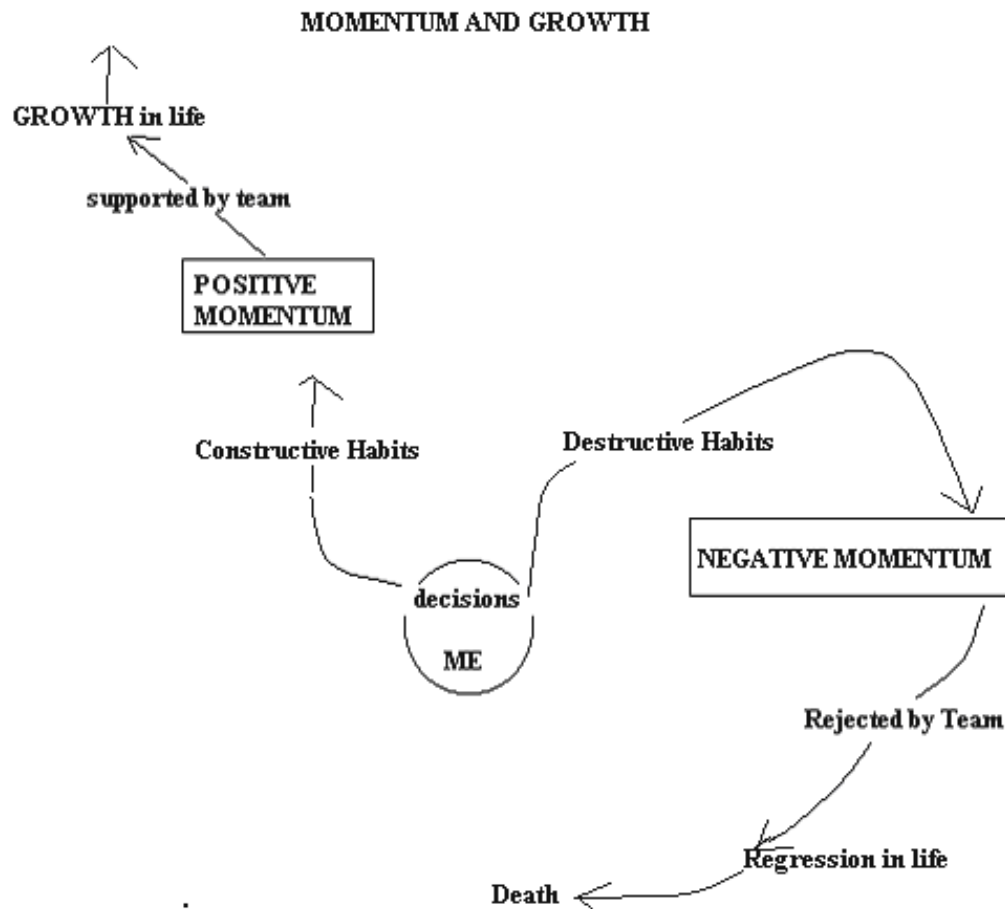
Momentum is what carries the Tortoise across the finish line. Positive momentum. In physics, momentum is classified as “weight times velocity.” This means that we can build a kind of momentum by either having more “weight” to our resources, or else more efficiency using them, even if we have less total “weight” to them.

Think of this physics idea of momentum in terms of your habits. They carry momentum in them. Habits are clusters of decisions of a certain type, all with something in common. If you have made a ton of similar decisions, then you have a lot of “weight”

to the habit, giving it momentum. And if you tend to make those similar decisions quickly and efficiently, you tend to further accelerate that habit.

Getting more “weight,” then, in turn can eventually give you more velocity, and getting more velocity gives you more chances to pick up new “weight” to the habit over time. It applies to both negative and positive habits, the cycle going round and round for better or worse.

Habits: Repetitive Automatic Decisions of a Certain Style



- What leads to this concept of *momentum*, as far as win/lose (destructive) vs. win/win (constructive), is called habits.
- Habits are sets of automatic decisions of a particular style.
- The natural history of win/lose *destructive habits* leading to *negative momentum* is that society or one's team tend to reject win/lose (destructive) behavior. E.g. Criminality.
- The natural history of win/win *constructive habits* leading to *positive momentum* is that society or one's team tend to support win/win (constructive) behavior. E.g. "servant leadership."

Think about this for awhile. We can make mistakes and then make new kinds of decisions on the next try, adjusting our course on the way to our goals. Doing this is a concept from science and mathematics called *iteration*. Iteration in mathematics is a way of approximating a target value using slight changes in a “formula” that we hypothesize will get us the value we want—eek. So stuffy sounding. This just means that if we target a change in our lives and have a theory about how we could turn things around, we give it a go in repeated attempts. We learn much more later about this concept of *intention* toward a goal.

With intention, first we use Observing Ego to measure the results; second, we learn from them; and third, we slightly tweak our aim for the next go-around. Do this until we have a reliable formula for what works in our lives—one that can be used again and again to get the same outcome. A journal is great for this purpose.

Once we have used *iteration* as a tool to hone our formula for success, our decisions start to be routinely getting us good results in life—the environment is constructive toward us. Then we let that formula start to operate in the background, on “autopilot.” The iteration has led us to a *constructive habit*. So in a sense, the opposite—*destructive habits*—come from a degree of mindlessness about decisions, ones that we have used no Observing Ego to analyze and learn from.

Immature versus Mature Ego Defenses

Since we are talking about an operating system of the human mind, I want you to start thinking mathematically as well as scientifically. By the end of this book, you will understand how all human skills and behaviors can be reduced to formulas and equations. This is good. If we can understand ourselves mathematically, that means that we can *measure* our behavior digitally, and use *formulas* with *iteration* to fix them.

Ego defenses are like the circuit board of our computer's microprocessor. They are similar to a software program, only they cannot be changed easily or programmed—not without building a whole new hardware microprocessor. This is why people used to go to psychoanalysis—to get all new hardware, without medication. So for your understanding, here is a first set of equations:

Ego Defenses = Habits = collections of decisions of a particular style

Immature Ego Defenses = Destructive Habits = Destructive “Autopilot” =
Childishness = Narcissism = Criminality = Bad = “Sin”

To get from these equations to more positive ones, we absolutely need Observing Ego to make changes in our habits, transforming the very nature of them. Doing so necessitates that we are in a *present moment* mindset to make the change.

Mature Ego Defenses = Constructive Habits = Constructive “Autopilot” via
Observing Ego attention = Spiritual Enlightenment = Virtue = Good = Righteousness

So the process goes from unconscious “Autopilot,” to conscious Observing Ego attention to our inner workings, to a *decision* to change them to the more constructive, and with enough practice, building up enough “weight” to our *momentum* in the right direction. We then go on “Autopilot” again with a new, constructive habit.

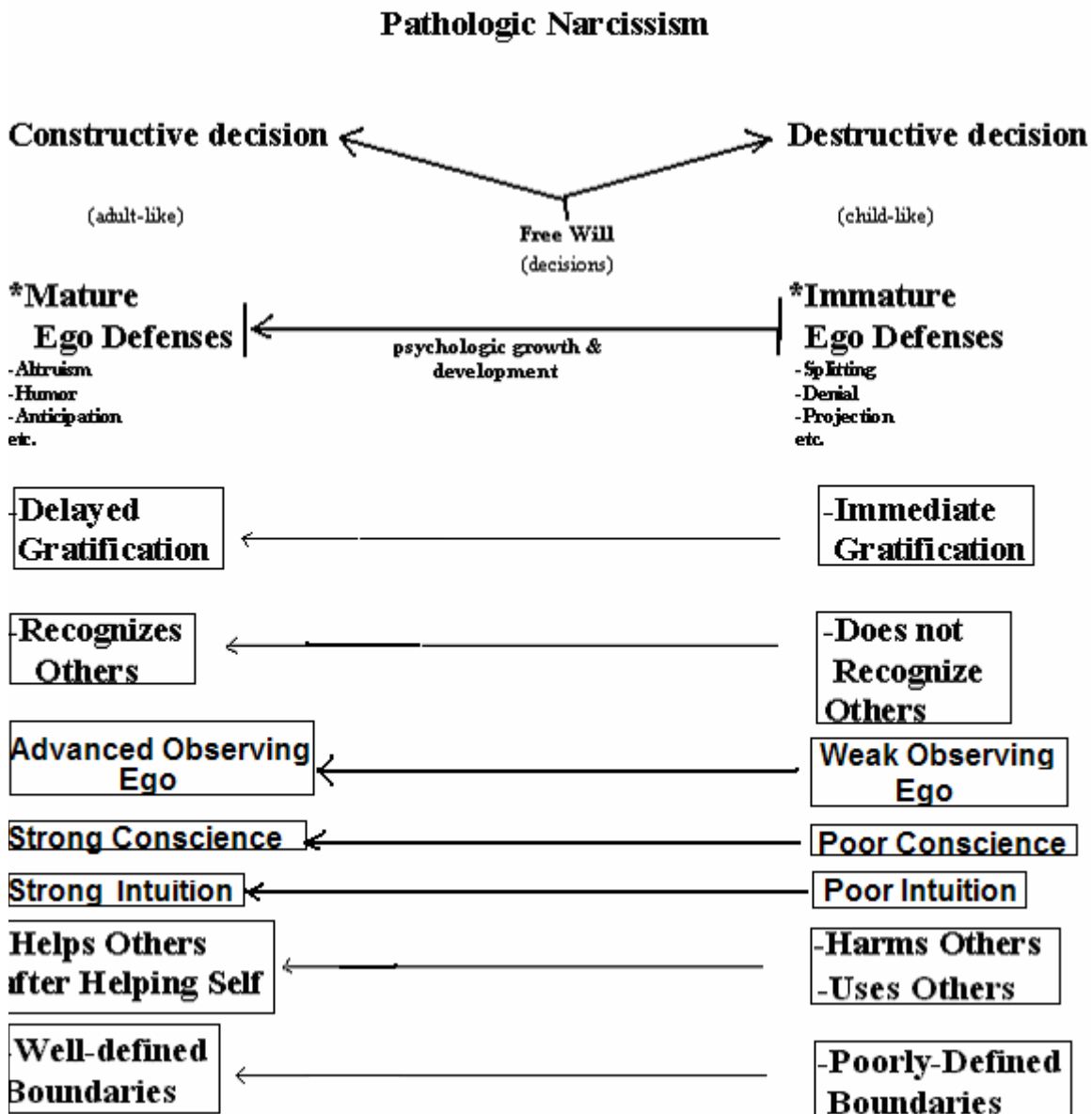
Examples of immature ego defenses are seeing things in “black or white,” denial, gossip, blaming others (projection and displacement), problems with authority, holding grudges, masochism (blaming ourselves rather than changing ourselves) and dependence that carries hopelessness and helplessness to it. This includes: Lying, stealing, addiction, slandering, abandoning, worry (making a mountain out of a mole hill), jealousy, cowardice, regret, revenge, all seven “deadly sins,” aggression, sadism, manipulation, or any other destructive, win/lose way of being that hurts or uses others in order to benefit ourselves. You see why these are all called “defenses”—as they “screw over” others before those others get a chance to “screw over” us.

Immature ego defenses are a kind of collection of decision styles that often are paired with holes in the boundary, as was already discussed in the case of denial, one where we have decided to view the territory beyond our boundary as somehow belonging to our control when it doesn’t.

Mature ego defenses are fewer in number, but include the classic Altruism, Humor, Suppression (waiting to act until the time is right), Sublimation (taking an uncontrollable situation and re-working our energies and time to places that we do control), Anticipation (planning ahead for future threats, an adaptive way of minimizing them), Assertiveness (going for what you want without hurting others), and Courage (facing fears, change, or risk, to “do the right thing” regardless of discomfort).

Notice how all immature ego defenses have two things in common—they are win/lose methods of habit, with poor boundary function (holes or walls). Mature ego defenses are win/win methods of habit and are always paired with good boundary function that has *doors* instead of holes or walls.

The Enemy of Decision Power: Pathological Narcissism



As we grow psychologically mature, we move from right to left along the diagram above.

Observing Ego promotes this process. As you know, by drawing a diagram of yourself you are automatically practicing Observing Ego—you looking at your. All the characteristics of child-like thinking are on the right, and mature thinking on the left.

Notice how we can get quite good at analyzing our own ego defenses or habits by using Observing Ego as our own “coach.” Notice how we can also simplify our growth by *symbolizing* all those wild habits down to the terms, **win/lose** and **win/win**. Do your habits benefit both you and others? Then they are constructive and mature. Do your habits only benefit you? Or only benefit others? Then they are destructive and immature. The symbols win/win and win/lose can then mean whole lists— thousands of kinds of behaviors—all in one phrase.

With *symbolic* thinking, we can simplify everything about psychology. We don’t need to know the situational details if we are always asking ourselves whether we are being win/win with our habits or actions.

Now it is time to learn about an amazing mathematician who pioneered work in the area of the behavior of economics—John Forbes Nash, famously depicted in the film, *A Beautiful Mind*.

Game Theory and the “Nash Equilibrium” in Decision-making

Going to the next level with our understanding of decisions will help you further get the meaning of that last diagram. The next level is how one individual’s decision-making plays out among groups of people.

We almost never make decisions that don’t impact other people—no more so than how sending a simple email from your computer might either infect their system with a negative virus, or brighten their day with a kind word!

John Nash was a pioneer in the area of a mathematical field of economics called *game theory*. This is an area of social science that concerns the economic behavior of groups of people engaging in commerce. However, in Mind OS , his Nash equilibrium is a cornerstone of translating human behavior into the language of mathematics.

I would like to take it even beyond that in turning behavior into mathematically accurate visual diagrams! Game Theory and the Nash Equilibrium are marvels of modern thought in essence, because Nash’s ideas are simply, in my view, the first *mathematical proof of a spiritual law*—namely, scientific proof of *karma*! You have heard of this term before in such old sayings as “what comes around goes around.”

Nash used the mathematical idea of iteration to approximate formulas that explain the human behavior of conflict and negotiation. If a formula could be proven mathematically, then it could be relied upon again and again to reveal the same results ahead of a social interaction. Isn’t it interesting how old or even ancient “common wisdom” sometimes ends up being proven by science or mathematics?

Here is what Nash says in his “Equilibrium.” He studied college students in a model game termed “the Prisoner’s Dilemma”—a game in which two opponents are pitted against each other in a pseudo-interrogation by the authorities. What was imagined is that they both were accomplices in a crime, but apprehended and interrogated separately.

Now the catch was that there were rules to this game. If you confessed to the crime and your partner in crime denied it, he goes free and you go to jail. If you deny the crime, and he confessed, then he goes to jail. If you both confess, you both get parole, and if you both deny it, you both get the chair.

So the students were working in the dark basically about the mindset and intentions of their simultaneous friend-and-foe. Isn’t that just like two acquaintances in business—who have very private boundaries—each containing private beliefs about the world and about their potential business partner?

Nash’s theory was vividly described in the film about his life.

A beautiful girl walked in the room accompanied by less beautiful friends. Now if all the bachelors went for the best looking girl, they all would lose the social game—too much competition for one girl, and the other girls would be offended because no one likes to be “second best.” However, if no one went for the best-looking girl, and all paired off with the less good-looking girls, most people in the room accomplish happiness in the social interaction—goals achieved. The theory was that “in any competition, the highest value is achieved when one does both what is best for themselves, and for the group simultaneously. It’s the only way for “everyone to win.” So the idea of win/win behavior was born.

In the study, Nash found that students created strategies based solely on what was in their own heads—their worldview—not on the objective evidence in the environment. How could it be otherwise? The experiment removed all objective evidence in the environment. After all, they were “interrogated” in separate rooms and couldn’t possibly know what the other was thinking. Sound familiar? Like a typical business deal? Or buying a new car? Or even relating to your spouse? We can never know exactly what another person is thinking, nor exactly what they believe.

Although Nash did not connect the dots at the time with the field of psychoanalysis, those mysterious strategies students would concoct in their own heads were none other than the habits of thought and behavior known as *ego defenses*. The game participants were actually revealing their naked mental innards through the game. They were displaying their bare Ego Defenses.

Two prime strategies emerged on a spectrum of function—also familiar? On one end were those who used mainly “the Golden Rule”—students who would frequently confess to the crime out of the kindness of their own hearts. They were willing to give up their freedom so that the other person would go free, and maybe they expected to be magically rewarded for playing the victim. They would let themselves “lose” so that the partner could “win,” or would simply “give up the game” in frustration. Lose/win behavior just like that animal in our fable—the Rat.

These students quickly lost the game. They never did get rewarded for playing the fool or the martyr. Sound familiar to your experience in career or business? Is there some instant reward when you give away your promotion, your bonus, and give the farm

to others when you sign a contract? No. This approach uses “too much conscience,” and holes in the personal boundary.

The other end of the spectrum of strategies the students would use is what some have called “the Iron Rule,” or an “eye for an eye” (which is a dominant strategy in business today, isn’t it?).

These students would typically deny the crime every time. With each repeated interrogation, they hoped their partner would make the fifty percent chance of giving in and confessing—to get a compromise sentence of parole.

These “Iron Rule” students thought they could take advantage of the statistics. But in fact, the players would be informed of the outcome of each of a series of interrogations—and so their opponent would sometimes change approach. This Iron Rule strategy was also a win/lose mode of playing, but because of its aggression, the players who used it would at least temporarily have a series of wins.

Eventually, their aggressive, cut-throat method would be picked up on by the opponent-friend, and be shut down—met with the same Iron Rule strategy back. “An eye for and eye.” Which led to the electric chair. A temporary “high” of winning, but eventual loss for both players. All by using walls in the boundary and taking the approach of the ultra-competitive Hare in our story—too “shrewd,” as if with too much intuition.

When this metaphor was applied to business, it became clear that neither the Golden Rule nor the Iron rule was a winning strategy for long term benefits for all players. The Golden Rule only works if every player in a system is doing it every time. And the Iron Rule only gives temporary quick-fix wins at business. Making decisions in a

group had to have another solution that gave the best results. And that was a win/win strategy that the Tortoise of our fable uses.

Halfway between the Golden Rule and the Iron Rule was a point of balance. One where you try to compromise, like the guys in the movie going for the less good-looking girls.

The best outcome in the Nash Equilibrium occurred when a person, met with aggression, would subdue it with the Iron Rule, then ease back toward the Golden Rule again if the opponent-friend turned around to do the right thing—the constructive thing—to “forgive and forget.” In short, and in the words of Teddy Roosevelt, the finding was “talk softly, but carry a big stick.”

In business terms, one might also call the best outcome one where you use “both the carrot and the stick” where they are called for.

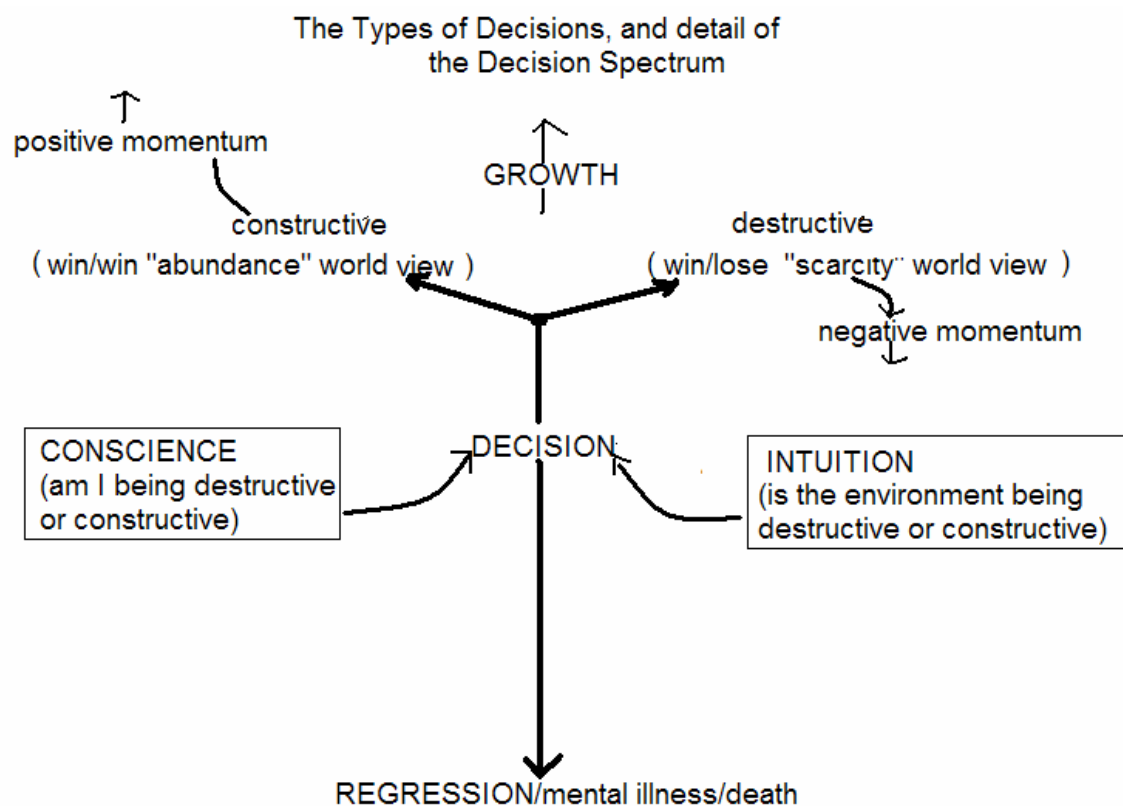
This fluctuating back and forth in strategy in Nash’s Equilibrium is the same as using a mature boundary door, coupled with constructive decision-making—like a semi-permeable cell membrane. The best outcome in business from the Nash Equilibrium is the same as the best outcome in office politics—to open the door to *constructiveness* and close it to *destructiveness*.

Years later I would induce that the two ends of the strategic spectrum are very important because they are pure behavior classes. They completely explain the two contributors to our decision-making abilities—*conscience* and *intuition*!

Conscience is using too much Golden Rule on one end of the spectrum—too much naiveté to match the social environment. Intuition is using too much Iron Rule on the other end of the spectrum—too much shrewdness and amorality to match the

circumstance. Wisdom is using them both in appropriate alternation. So there is a spectrum of decision-making in groups of people (which we spend nearly all of our time in today).

Simply put, conscience is an inner sense that we are doing right or wrong, being constructive or destructive. And intuition is an inner sense that the environment is being destructive or constructive back at us, prior to actually finding out the facts of what it is doing.

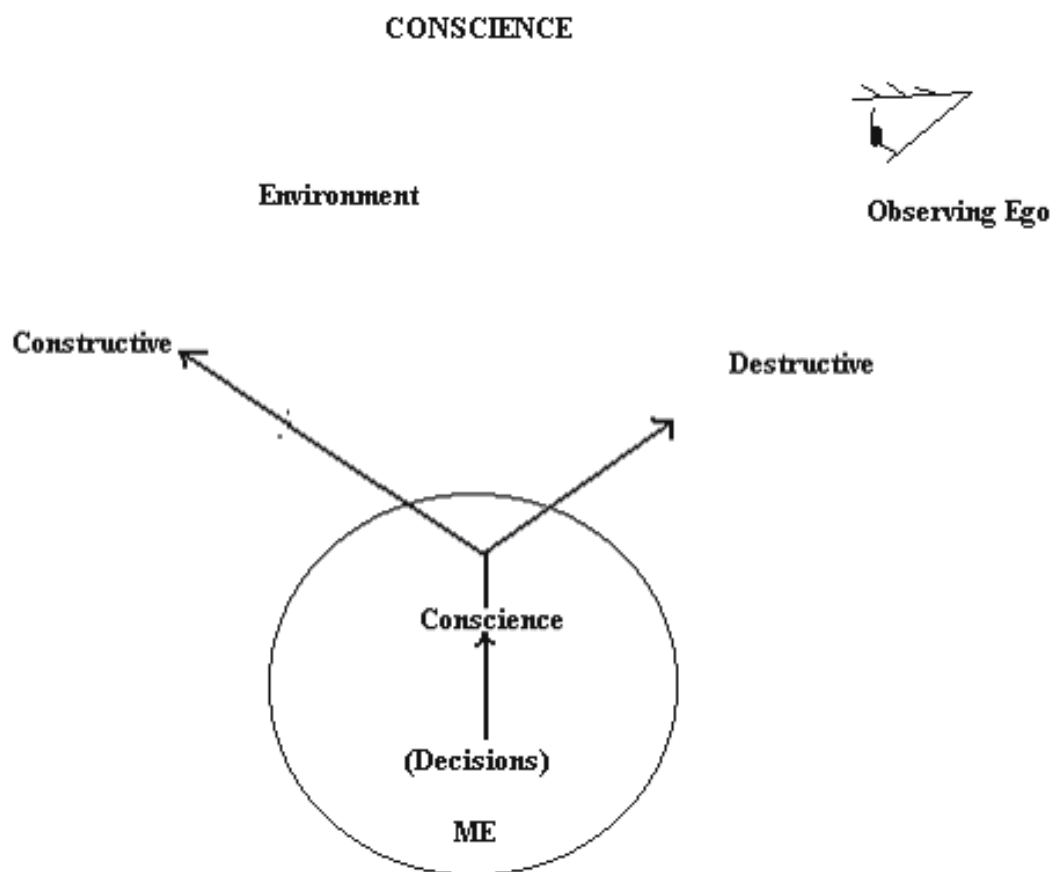


The students who used the Golden Rule did not have enough intuition to know that sometimes their opponent-friend was screwing them over—how naïve of them. And the students who used the Iron Rule did not have enough social conscience to know that

while they were beating down their opponent-friend with such aggression, they were eventually to defeat themselves with such overly hostile negotiation.

“We are the world,” after all. We need each other in the long term, even though we compete in the short run. So the only way to “win” the game of life is to be like the Tortoise, and strive in our actions to benefit ourselves and others simultaneously. In the middle, balancing between, lies wisdom.

Conscience



Imagine that you were just born, and now you are alive and have decisions to make. They are pretty clunky and trial-and-error at first aren't they—a whole lot more error than on target aren't they? We poop on the spot and crawl over to the hot stove to get an “ouch,” touch a wall outlet and get a “buzz” in our finger that is emotionally “shocking,” if not physically so. And we stick our fingers in the cookie jar only to see this strange, giant shape called “mommy’s back of the hand” which oddly causes us pain.

Mom’s hand teaches us that every time we do that, the hand (and the pain) meet our backside. None of it makes sense—it just slowly alters what our next decisions are.

Well, then further imagine that when we are born, we have inside our vague, blurry boundary, a set of two tanks—one marked “conscience” and another marked “intuition.” Tell me: are they full or empty at the moment of our birth? They are empty.

(Keep in mind that by intuition, I do not mean animal instinct, or reflex. There is no higher-order process to instinct that is hard-wired in us, like the reflex that pulls our hand away from the hot stove. No, I mean intuition to be a learned skill, the sense that arises in us before we venture into an environment or try something new.)

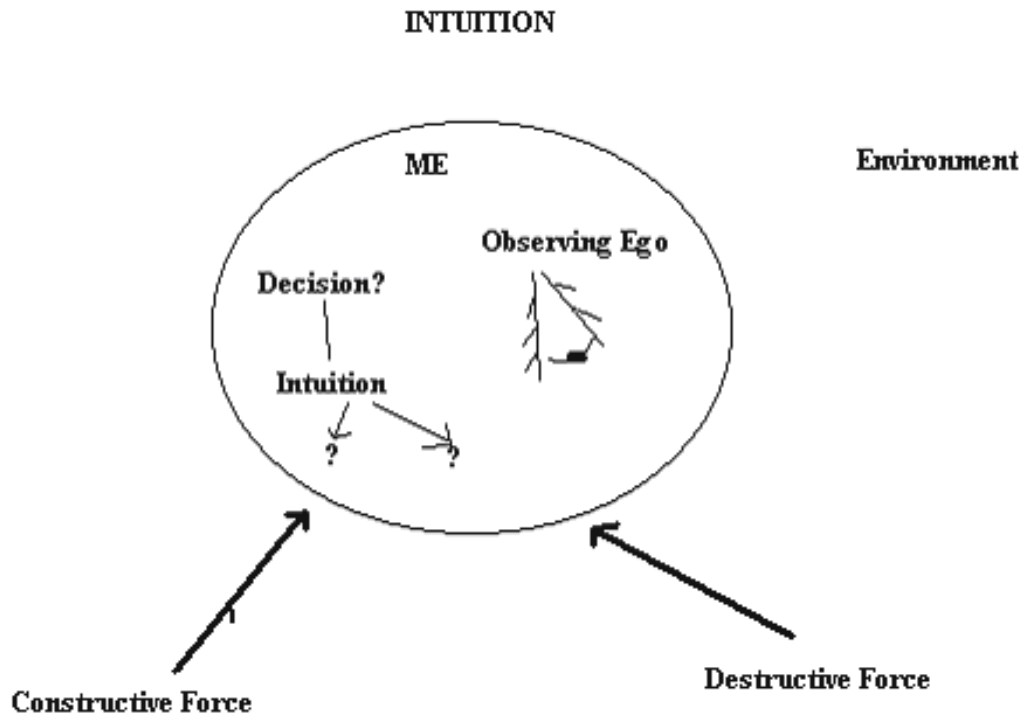
So moving on—at our birth we have empty tanks of these two things. Yet it is life itself that fills us up with new conscience and intuition. Life is an endless series of decisions—each new decision we make can change the very structure of our microprocessor if we cast the eye of Observing Ego on the process itself.

With each decision we make, the result can either be destructive or constructive; however, every decision we make fills us up with a little new conscience and intuition. We are rewarded by every decision we make, regardless of the outcome! And so just by making our decisions, our “microprocessor” evolves!

This aspect of decision-making—that we have a self-evolving microprocessor by virtue of being alive and growing, is perhaps the single most important thing besides the existence of emotion, that separates us from computers. We are alive and they are not. We have the ability to cause our own microprocessor to upgrade itself, while today’s computers cannot do that.

Conscience senses that our internal motives for a decision are destructive (win/lose) or constructive (win/win). Computers cannot know what is morally right from wrong, so computers cannot have ethics. Only we can. The same is true of our intuition.

Intuition



Intuition is a sense that the environment is about to be destructive (win/lose) toward us, versus constructive (win/win) toward us. While we can improve our own intuition with each decision we make, computers cannot. They don't have Observing Ego. (Think of computers as always being on "autopilot").

Another reason the definition of life is that it "makes decisions" comes from the fact that in being present-minded, we cannot lose in making any kind of decision. We grow this curious thing called *intuition* simply by making lots of decisions and learning from them through sampling lots of wide and varied environments.

Why? Because any kind of decision—that of the Tortoise or even that of the Hare—causes us to grow psychologically by virtue of filling up our tanks of conscience and intuition. We fill with new information on morality and shrewdness.

There was a remarkable film that came out in 2001, called *The Count of Monte Cristo*. This story it is based on is considered perhaps the best novel of all time, written by Alexandre Dumas. In it, the hero, Edmund Dantes, starts out life with a “good heart,” an almost child-like curiosity, open to people and full of good ethics. He advances in his career as a sailor to become captain of a ship, but others are jealous of his reputation and especially of his beautiful fiancée. They take advantage of his naiveté, and betray him to the authorities for a murder he did not commit.

In jail for fourteen years, Edmund befriends another inmate, a priest, who teaches him all the shrewd “worldly wisdom” there is to be had. Before dying, this priest also gives him a treasure map to the most valuable treasure ever known to mankind. Armed with his new “shrewd” knowledge, Edmund escapes the prison, becomes wealthier than anyone you have ever heard of and finds just vengeance against his former enemies.

What is it that Edmund Dantes built over his fourteen years in prison? By borrowing it from the priest at first, then cultivating it? Intuition. He sorely lacked *intuition* about how various environments present challenges or opportunities—too “top heavy” on a conscience that is overly caring and sensitive to others.

The “treasure map” is a metaphor on guidance of character growth, and the “richest treasure known to man” is a metaphor for the rewards of that character growth—Durable Fulfillment. Edmund Dantes had one critical, childish flaw—he lacked *intuition*. But he found it in the treasure map to mature masculine power, far more valuable than

the material treasure of Monte Cristo. In nurturing his character, he soon become “an old soul.”

Have you ever thought about different kinds of “aging”? There is chronological age that all of our laws evaluate us with by a moral standard linked to age—minors are different from adults. But then there is the “age” we are on the inside, in our psychology or spirituality. Did you ever notice that peoples’ psychological or spiritual age rarely matches our chronological age?

Everyone has had a boss who cannot behave at a psychological age higher than age 14, or a brother who cannot behave older than 20 even though he is 50, or a friend who is a “child trapped in a woman’s body,” or worst of all, a spouse who is 40 on the outside, but only 12 on the inside.

No, *psychological age does NOT match chronological age*. This is caused by what is called “developmental arrest,” where someone gets “caught” from time to time, stuck at a certain level of maturity even though chronological time presses on. Isn’t it strange then that we judge adult criminals by adult standards even though each and every one of them is really a child inside, with childish ego defenses or habits of decision?

Let’s say that you really want a million dollars. Well, you have choices, don’t you? You can use all the characteristics of childhood—immediate gratification, destructive, win/lose thinking that sees the world as a place of scarcity, disregard for others, selfishness, disrespect, lack of discipline, and go ahead with robbing a bank.

Alternatively, you could use adult ego defenses and methods—patience, delayed gratification, self-awareness (Observing Ego) and self-discipline, win/win, constructive thinking, respect of others and the idea of teamwork to slowly build a business while

making sacrifices—all to maturely try to make that million dollars over 10 years. Only you'd find that you probably make 10 million.

All criminality is childish you see, and, therefore, all destructiveness is childish—even wars. But all maturity leads out of being “trapped” in your current life—out into the freedom that spiritually evolved adults enjoy. Wisdom.

So because of the terrible human frailty of “developmental arrest,” a drift happens in the populace—how mature do you think a parent whose “psychological age” is 15 can raise their children to be? That's right—15. And how mature can a parent whose inner age is 21 raise their children to be? That's right—21. If those children then raise children—and even a smidge of “developmental arrest” occurs for them—then how old can they help their children to mature? That's right—even less than 15 and 21, respectively.

Except for the existence of what?

That's right—Observing Ego that helps you evolve as fast as you can handle. And so all the forces in life that lock us out of the present moment mindset promote the downward drift of society's maturity. Even whole territories of the world can have a lower spiritual-psychological maturity on average than other areas of the world. Those forces causing this include having so many jobs that you never get leisure time to be in the present or even have a shared meal with someone. They also include so much advertising and mindless entertainment that you to pay attention to anything but your own personal development. Still other forces that make education and mental health treatment unaffordable, and even the very presence of mental illness like Posttraumatic

Stress Disorder and Depression—which “lock” you in the past—or anxiety disorders that “lock” you in worries of the future.

Lock-out Observing Ego and you stop making decisions, like the Rat. You stop growing and you are less alive—doomed to be trapped in what they call the Rat Race, where no wisdom can be grown to free you.

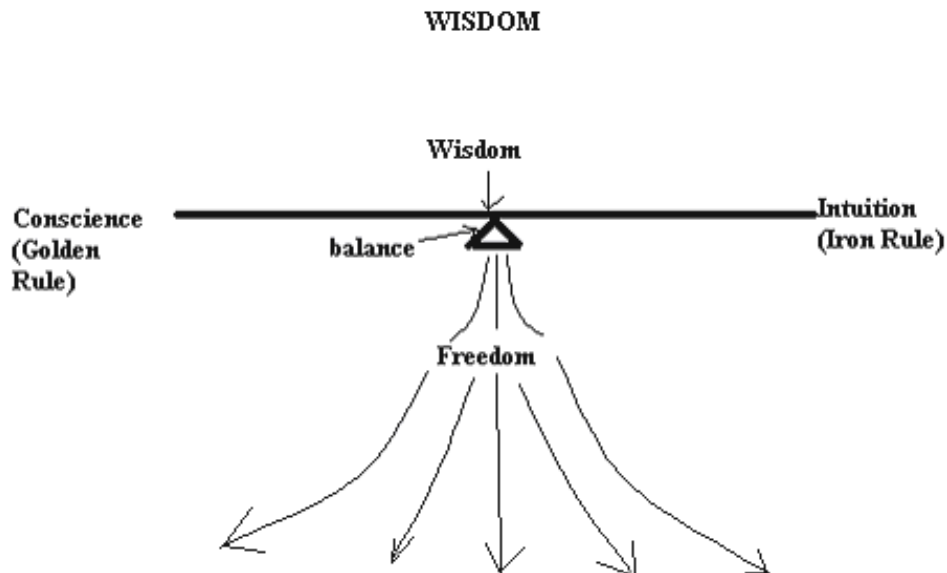
Wisdom is what we all need—a perfect balance of conscience and intuition.

If you read the book or saw the film, *I, Robot*, you learned how it is impossible for computers to have *wisdom*. In that film, the robots were guided by the three laws: Do not harm a human, by aggression or by neglect; Obey the commands of humans, unless directed to do harm; and, third, Do not allow harm to come to self, unless that conflicts with the first two laws.

Part of the problem with computers or robots is that they are basically “programmed autopilots” which amount to collections of “habits” we have built into them. These three laws are habits that run on autopilot. No Observing Ego is possible because computers do not have a sense of past, present and future. They do not have a left-brain and right-brain that invents time or carries with it, a “will” or a “soul.”

Only sentient beings with souls and wills can have conscience, intuition, and, ultimately, wisdom.

The Spectrum of Decision Making



- The spectrum of decision making has conscience on one end and intuition on the other.
- *Conscience* is an inner sense of right/wrong, or whether you are choosing to be destructive (win/lost) or constructive (win/win). *Intuition* is an inner sense of whether the particular environment you have chosen is likely to be destructive (win/lose) or constructive (win/win) back at YOU.

Freedom comes from having an equal balance of conscience and intuition, which is called *wisdom*. This wisdom is the treasure of Monte Cristo, the way of Edmund Dantes, and the way of the Tortoise in our original fable. As we have learned, with wisdom, the community around us respects our decisions enough to give us even more freedom to make them—because everything we do benefits everyone. Both us, and others—win/win.

In the speech they give us on the airlines, about the oxygen mask that will drop down if we hit low cabin pressure, they always say to put it on your face first, even before helping children. Why? Because that is *wisdom*.

If we were to give our mask away to one child—saving the child but losing our own life—then what good is that when we could have saved five more children and ourselves by putting the mask on our own face first? It would be foolish. It would lack intuition about the unusual, low-oxygen environment we were presented with—one we were never witness to before or will be again. We'd be high on absolute moral conscience, the Golden Rule, yes, but we'd also be naïve, and sure to fail in our good deeds eventually. When naïve and lacking intuition, we are incapable of amassing the shrewd support and financing of others to help us in our good deeds. Instead, we look silly, foolish, and impotently idealistic—and the support of the community evaporates.

On the other hand, if we were to suffocate, scrambling for the only working mask—even fighting the pilot for it—how sorry would we be when the plane went down after the pilot died? We'd save ourselves for a few minutes, but would find that our very act prevented the pilot from dipping us down into the more oxygen-rich environment close to the Earth's surface. This foolishness would be the Iron Rule in action—win/lose—a temporary victory doomed to long-term demise.

Wisdom as balance of Conscience and Intuition in your Decision-making

What if you had a decision at hand, and the question was, “should I fire a gun?” Is there a right answer? No! It depends on not just you, but on the context, the environment in which you are making the decision, and the moral situation.

What if we added, “should I fire a gun in the suburbs?” Well, then the answer would likely be no. If you did decide to fire the gun there, it would likely be a destructive decision that comes from either weak conscience (you didn’t care about the welfare of the neighbors), or else weak intuition (you weren’t shrewd enough to know that suburbia is a poor environment in which to engage in such a decision.

But what if we had added, “should I fire a gun while I am with Special Forces in battle?” Well, then the answer would likely be yes. You would be well-trained to be a soldier—to not fire the gun might be considered cowardly and destructive to yourself, your brothers-at-arms and your country. Not firing the gun might then show poor conscience. Also poor intuition would be indicated by a lack of shrewd knowledge that the environment may demand that you fire the gun for your own protection and those of others.

Some people who are overly moralistic may tend to take the weight of the world on their shoulders and have too much conscience to match their level of intuition. Freud called this being top-heavy on “Superego guilt.” Other people are lacking in morals and overly weighted with shrewdness—knowledge of how various environments can be good or bad places to make decisions and go for goals. These latter people Freud might say were top heavy on “Id”—animal instinct. Like white-collar criminal CEOs.

There was once thought to be the wisest man with the wisest decision of all time. His name was King Solomon and he was approached by two women, each of whom had claimed the same baby as their child. He thought quickly to solve the problem, and devised a secret test that involved both conscience and intuition. If these were present in equal amounts in one woman, then she was wisest. By definition, she would be the most mature and, therefore, the most fit mother.

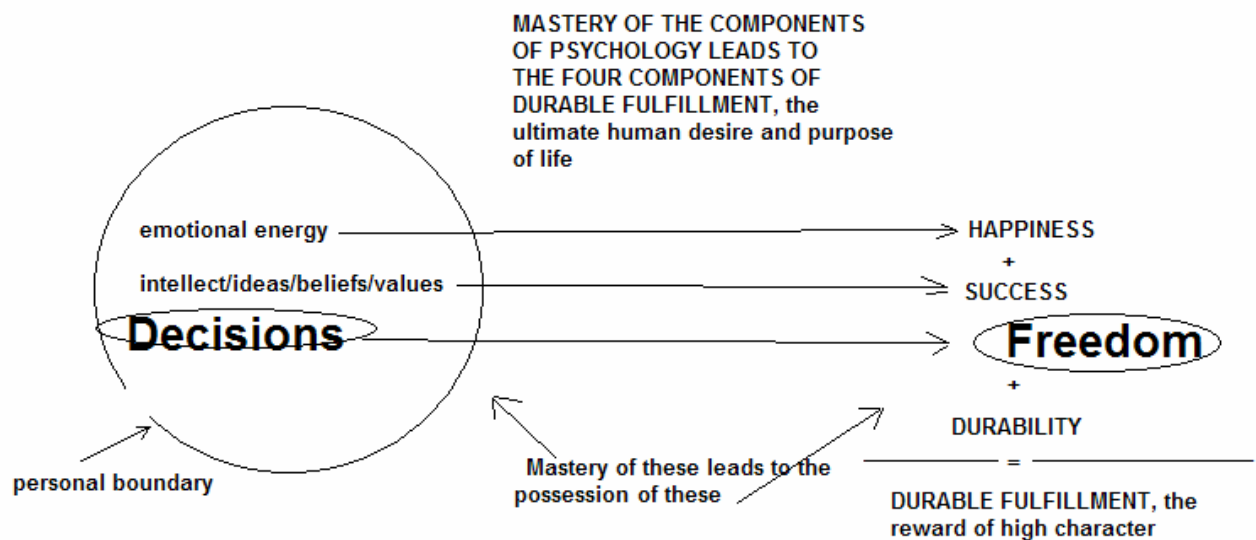
Solomon commanded a guard to “split the baby in two,” and gave them some time to think. One woman pleaded to the King, that he not enforce such a terrible command, while the second woman said that it would be a just solution. These answers revealed to the King that the first woman had the superior conscience, though it was very foolish and naïve to go against the command of a powerful king. The second woman at least had the sense to go along with the order of this king.

And so a second command to complete the head-chopping was issued, pressing the women further. This time the first woman said to give the baby to the second woman—at least it would live for a time, but the second woman persisted in wanting the King’s order to be completed, executing the child. This second part of the judgment revealed to the King that the first woman also had the superior intuition—superior shrewdness, enough even to work around the edict of a king, appealing to both his stature in society, while simultaneously saving her child’s life. She was obviously the mother—the wisest and therefore the most mature. The king’s high wisdom found wisdom of the true mother, and only wisdom can recognize wisdom.

The baby was given to the first mother and she was set free with her baby.

Wisdom then is a perfect balance of both *conscience* about moral rights and wrongs, and *intuition* that informs you shrewdly about all the various kinds of environments in which decisions could be made—which are likely to be constructive environments and which are likely to be destructive to you. Wisdom is a win/win way of doing decisions, and is a high mark of character and leadership. The reward is that society gives you even more freedom to lead with.

Now we have mastered the First Inner Resource: Decisions that lead to Freedom



- So now you know how to master decision-making, the first inner psychological resource stored in your boundary.
- Therefore, you can achieve the component of Durable Fulfillment called, *freedom*.
- The wiser your decisions, the more society wants to reward you with even more *freedom* to make decisions, even to become a leader.

Return to the story that illustrates how wisdom is composed of both conscience and intuition, and can literally lead to freedom. The Alexandre Dumas masterpiece, *The Count of Monte Cristo*, shows how the growth of balance between conscience and intuition can free us, based on the true story of a true figure.

Edmund Dantes was a ship's first mate full of moral conscience—so full that he was loved for his goodness by his fiancée, Mercedes, who would follow him to the end of the Earth. But so jealous of his regard in the eyes of his lady, his employer, and people in general, three men conspired to frame him for murder and he was sent away to prison to die. Edmund's horrible lack of intuition and abundance of naiveté—intuition's opposite—led him to be easily duped by a horde of destructive men.

While in prison, he met a priest who became his mentor, “lending him his Observing Ego” in the present-minded environment with nothing to do but learn. And learn Edmund did—about economics, politics, warfare, culture, philosophy—to the point that he “borrowed” the shrewd intuition ability of the priest until Edmund made it his own.

Escaping prison, Edmund was wise, having culture and shrewd skill that now balanced his original high moral conscience perfectly. He went on to cleverly trap his betrayers legally and justly—leading them to imprison themselves or get themselves killed. The priest had given him a treasure map, not the treasure itself, which further caused Edmund to grow skill at craftiness, until he found himself so rich he had every resource to dispose of his enemies, not through animalistic, win/lose revenge, but by justice.

Edmund Dantes got his freedom, then all the money that could be had, and even got his lady back. All by virtue of a balance of conscience and intuition called wisdom.

Well, in the pages that follow for the rest of this book, I would like to give you not one, but several treasure maps to your own inner workings, the blueprint of your soul, the detailed plans for the rest of your computer's operating system—which now that you may practice growing *durability* and *freedom*, you can grow the other two requirements for Durable Fulfillment, called *success* and *happiness*.

So to analyze this second building-block of psychology in your “problems,” you need to realize:

- Decisions are the definition of life. So if you make any decision, that is better than no decision at all. Don't be passive like the Rat. Be in the present moment, like the Tortoise, where you are fully aware and able to make decisions and have Observing Ego to help you learn from every decision.
- Examine the nature of your decisions that surround the problem. Do you tend to be destructive, win/lose, like the Hare or masochistic (lose/win) like the Rat, and see the world as a place of scarcity—and for you to be “right”, someone else has to be “wrong”? Or do you tend to be constructive (win/win), seeing the world as a place of abundance—where everyone can be happy, and everyone can be “right”?
- What about the problem that makes you feel “trapped,” “controlled,” or lacking freedom? What ever that is, you need to fill your tanks of either conscience or intuition to solve it.
- Examine your conscience in relation to the problem. Did the problem arise because you did not examine your ethics or motives? Are you being destructive/amoral? If so, learn a lesson and use Observing Ego to stop that and be more constructive. Turn this into a habit of momentum.
- Examine your intuition in relation to the problem. Did the problem arise because you are being naïve? Do you fail to see which environments create problems for you by being destructive? If so, learn a lesson and move to a more constructive environment, since you don't control environments by definition. Turn this willingness to move around into a habit of momentum. If so, the decision part of the problem will be solved and you will have freedom about it.

CHAPTER SEVEN: The Anatomy of the Intellect

We've learned about the personal boundary—how it leads us to be durable, have an identity, helps us budget resources, and solves problems that come our way which are vague in nature.

Then we've learned about our first inner resource, called decision-making. Mastery of the two ends of the decision-making spectrum—conscience and intuition—lead to a balance of decisiveness called wisdom. Employing wisdom will lead to more freedom. So now we have both *durability* and *freedom*, the first two requirements to reach Durable Fulfillment.

We need to learn about a third resource, called our intellect. Your intellect is composed of *information or data* that can take many forms—beliefs, values, life history, education and experiences—all of which when working in balance are responsible for our *success*, the third requirement of Durable Fulfillment.

That data or intellect also exists on a spectrum of style for its arrangement, from “organized” data (“logic”)—to “chaotic” or “free-associative” data, or what you might call “creativity.”

I want you to think about something. What if you were interested in reaching a goal, but you found that it isn't so easy? There are all kinds of obstacles and random changes in the environment on your way to that goal outside your boundary. By definition, a goal is outside of your boundary, and outside your absolute *control*. It is something you try for.

Well, if you used your mind in only one style, you would find that as soon as the environmental conditions changed you would have *failure* to get to your goal. You might become quite frustrated. This is where running your intellect on a spectrum of function pays off! You can tweak your intellectual function as if on a stereo graphic equalizer knob—to match the demands of that ever-changing environment. So let’s look at that very spectrum of your intellect.

One end of the spectrum is organized, logical, and history-based arrangement of data that you might call “*Left-brained*.” It is as if you have a “data tank” inside your boundary, marked “Left-brain.” The kind of data that “fills” your Left-brain tank, Mind OS calls, “*education*,” or “book smarts.” Education involves orderly data, like you find in a day calendar, a computer hard drive, or in formal school classes on a subject.

The other end of the spectrum is flexible, chaotic, disorganized, free-associative or creative data that you might call “*Right-brained*.” The kind of data that “fills” your Right-brain, Mind OS calls, “*experience*,” or “street smarts.” This is the kind of data that you can only acquire through living through something and exploring with your five senses, to absorb the random data. It is like being a high school quarterback, or like travelling to Europe, or like being an entrepreneur—things that don’t have an organized practicality at first glance, but which months or years later can be “mined” for useful solutions as they spring up in life.

If you find a balance of filling both your left-brain with education and your right-brain with experience in equal amounts, that is called the state of *intelligence*, or at perfection, the state of *genius*.

Trying to come close to the intelligence of genius makes you exponentially more capable of *success*, the third requirement of Durable Fulfillment. Why? You see, as we strive for goals, there will be obstacles to our goals—we never reach them by the original way we thought we were going to.

I have a question for you. How did you go from childhood to your current job? I mean how did that happen? Was it exactly as you expected? Probably not. If you remember the story I told you about Pachelbel's Canon, maybe we can make sense of this idea that we all have a basic melody we play through life.

When I was a one-year-old I got a toy shovel for Christmas. Now I loved that shovel and really took it to the yard in a couple years—digging much to the annoyance of my parents. Just digging and loving it—maybe I would find something valuable.

Later at the age of five, for some odd reason I told my Dad I wanted to be an archaeologist or Egyptologist when I grew up. I loved learning about the past, and the mummies and artifacts and their symbolism. Well, my Dad said, "You can't make any money at that, son." So I dropped the idea—this big tall man surely must have known what he was talking about.

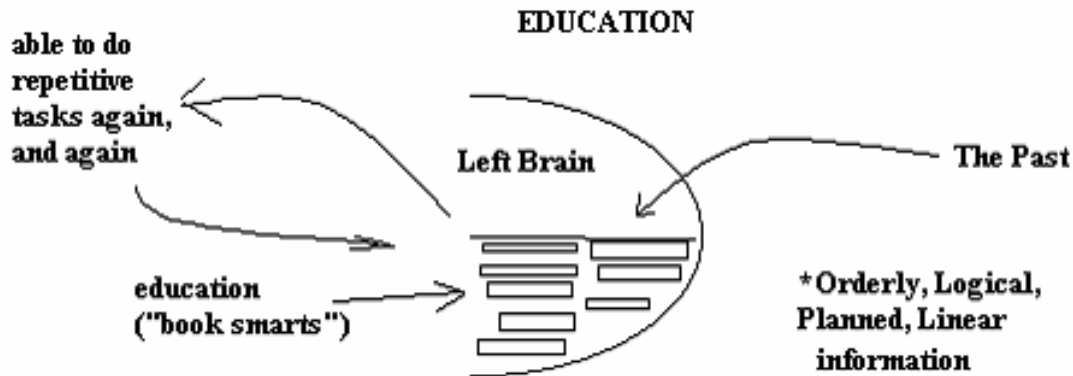
Now guess what I am today? I studied abroad in thirteen countries, went to medical school, became a trainee in surgery and quit that to go into psychiatry of all things. And what is it that psychiatrists do? They dig around in people's pasts and try to find the treasures of your mind. To heal you. So it seems that the inner goal of my soul never wavered, did it? But the way I have found myself here certainly was not predictable. Trust yourself to find the way, and don't worry as much about how. Those obstacles will pass with time and your patience. Let's learn about that now.

As we go about these attempts at success—and at avoiding failure—we also spend a unique and limited currency, called *time*. When we master the two ends of the spectrum of our intellect, we can master any challenge to success, any obstacle between us and our goal, and we maximize our use of time. We become efficient by cultivating a balance of education and experience, “book smarts” and “street smarts.”

If you have ever heard the story that Einstein used 90 percent of his brain while the rest of us only use about 10 percent, there is something to that. In Mind OS, the left-brain is something like your computer’s hard drive. It stores information row-on-row, and logically, in an orderly, history-based way. But your right-brain has a style of information storage and retrieval that is more “web-like,” much like a computer’s portal to the internet. So imagine the difference in information power and amount between your “hard drive” and the “internet.” The internet is much bigger, and so is your right-brain—it is huge, and responsible for creativity and imagining the future. So most people use only 10 percent of their right-brain’s power. Einstein used 90 percent of it.

If you didn’t have any organization ability via the left-brain though, you’d always be confused and couldn’t use that creative power in an organized way. That’s why intelligence and genius are an equal balance of left-brain and right-brained power. One other prominent example of a man who could do this was Leonardo DaVinci.

Education: “book smarts”



Let's start our mastery of the mind by having fun with the left-brain. Our Left-brain is like an empty “tank” for only a certain kind of information—a logical, history-based, organized kind called education, or “book smarts.” When someone seeks *education* and fills their left-brain “tank” with that type of data, it gets arranged in an orderly way that is very useful for things that you don’t want to have to repeatedly re-learn.

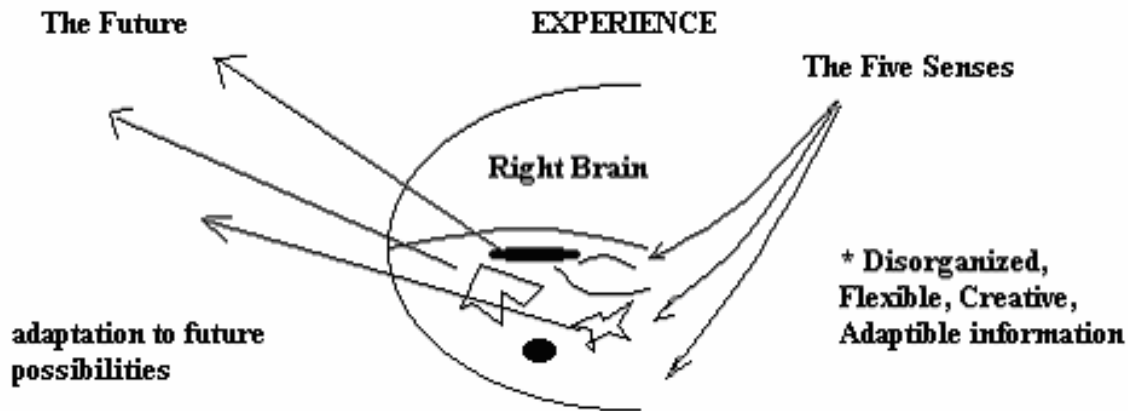
Once you learn how to “balance a checkbook,” you don’t have to re-learn how every time you sit down to pay your bills. You know how much money is in the account; you see how much the bills are; and you write down the math. You know what your goal is—a balanced checkbook—and it is done. As such, education helps us be targetted in shooting for our goals, by keeping our sights trained on that goal without having to “re-learn how to balance our checkbook.”

Another example is “driving a car.” Once you learn the education, the book learning of how it’s done, you never have to start from scratch again. You may become more and more experienced a driver over your lifetime—able to drive in snow, rain or the desert, to avoid a near-collision, and even to be a stunt-man—but you will never have to re-learn the basics of what a clutch, gearshift, or oil gauge are every time you buckle up.

Education can’t be compromised on, no matter how crafty, or sly, or experienced you are. Have you ever known an amazingly clever salesman, slippery as a snake? But he never seemed to amount to much success? He started his own business but never showed up on time, and often forgot what exactly his goals were for the company? He ended up “just getting by,” and all that great sales skill really never got a chance to be used, because he lacked the organization that formal education brings to your attempts at goals.

This salesman *failed* to learn the sense of *history* that our left-brain creates for us—and so he is doomed to repeat that same history of failure. Observing Ego lets us examine history from the present moment, and learn how to stay on target. The salesman above has had an educational failure, because he didn’t do the educational organization to stay on target to his goal.

Experience: “street smarts”



Our right-brain is like an empty “tank” for only another kind of information—a flexible, future-based, free-associative, predictive kind, called experience or “street smarts.”

When someone seeks *experience* and fills their right-brain “tank” with that type of data, it gets arranged in a flexible, creative way that is very useful for maneuvering around obstacles on the way to your goal. One single experience may be useful for thousands of future, not-yet-encountered uses or dilemmas in the future.

Think of the case of the “experience” of being a high school quarterback. This person will have filled his right-brain tank with all kinds of data that on the surface does not seem to logically connect to each other—what does barking numbers really have to do with throwing a ball? And what does that have to do with keeping the respect of other players? Seemingly unrelated, but through a set of associations, it does all connect to the word “leadership.”

So in the *future*, that former high school quarterback might find that the *experience* of having football training is useful for flexing around problems that demand leadership—such as running a company, being a father, leading men in the military, or running for political office. You may have asked yourself why a politician speaks of having been a quarterback—what does that have to do with anything? It means a lot! Experience makes the man flexible with unforeseen *future* obstacles to your shared goals and gives him an accurate sense of future *possibilities* for his constituency.

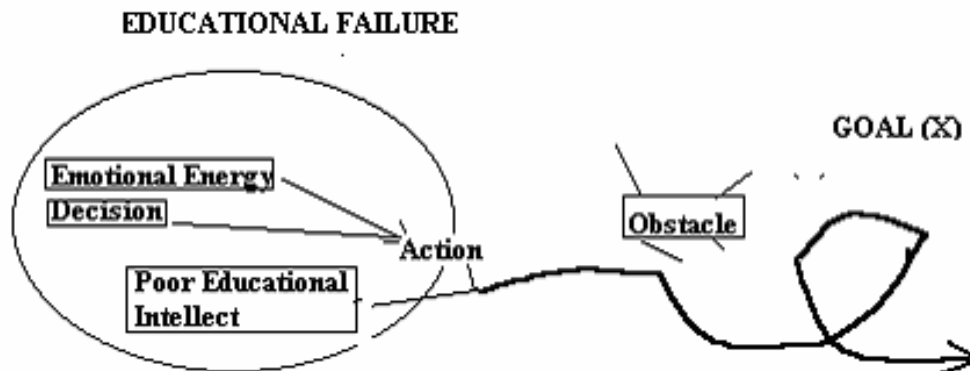
As such, experience helps us be flexible in shooting for our goals, by helping us see there are many routes to take in getting to a goal.

Have you ever known a guy who just “butts heads” with his problems? Does the phrase “beat your head against a wall” ring a bell? I know so many writers who go unpublished because they just follow some routine over and over—trying for an agent in the same old ways, finish the manuscript, get it rejected, lose the agent, and start over again, grumbling.

And yet I know once-frustrated writers who found new paths to success in publishing by first self-publishing (the *Chicken Soup for the Soul* guys), or delivered a pizza to a radio station, got on the air that same night, promoted their book, and got the publicity and attention of a major publishing house—all by willingness to use experiences in a new application.

The former kind of author does not have enough experience to venture into new applications of what he knows to solve the problem’s obstacles, and he is having a creative *failure*.

Educational Failure to reach a goal



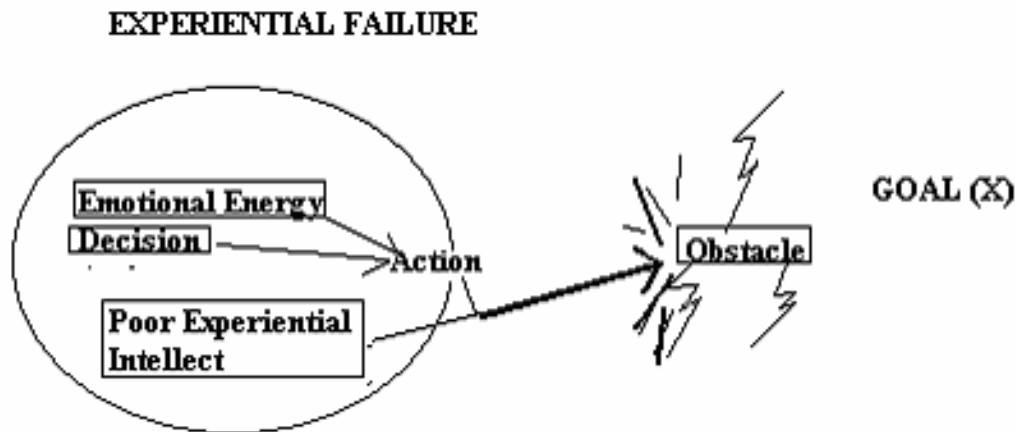
When we have failed to fill up our left-brain “tank” with enough logical, orderly education, we can tend to miss shooting for a goal by getting lost on the way. This is like the salesman-entrepreneur who never sets business targets or goes to his office to do real work. Remember, education in our logical, orderly, history-based “tank” is what keeps our sights on a goal.

This kind of failure is caused by thinking only “outside the box,” and never sitting down to do the real work and discipline of making those great ideas practical. A person too imbalanced in this overly right-brained thinking will tend to say they “feel lost,” or are not sure what went wrong with their goal.

When the environment demands a high flexibility around chaos, people who are overly right-brained do well. They often do creative jobs that aren’t structured, like being an artist, or do unstructured jobs that aren’t creative, like being a waiter or waitress. Sometimes in extreme, these folks are even diagnosed with Attention Deficit Disorder.

Medicines may be required to help a formal diagnosis like that, but for the rest of us who aren’t fully diagnosable, yet have these tendencies, we need more left-brain.

Experiential Failure to reach a goal



When we have failed to fill up our right-brain data “tank” with enough experience, we can find that as we try for goals, we keep crashing into obstacles, like “beating our heads against a wall,” or the Einstein definition of insanity—doing things repeatedly the same way and expecting different results.

This is like the writer who tries to market his material repeatedly the same old way, finding that no amount of repetition of what doesn’t work can lead to success. Frustration ensues. This guy might tell you things like “why does this always happen to me?” He might say that “things never go my way.” And that is because things are random in the environment that we have no control over.

In extreme, these people might be said to be “obsessive,” or even have Obsessive-Compulsive Disorder, a condition that often benefits from a medicine. But for the rest of us without a specific diagnosis who do have this kind of overly Left-brained style of intellect, we need to have more *experiences*, which make us flexible around that randomness in the environment.

Remember that the creative, flexible, free-associative data stored in our right-brain “tank” is what allows us flexibility to get around obstacles by remembering “there are a thousand ways to skin a cat,” or, many routes to take to a goal.

Success Revisited

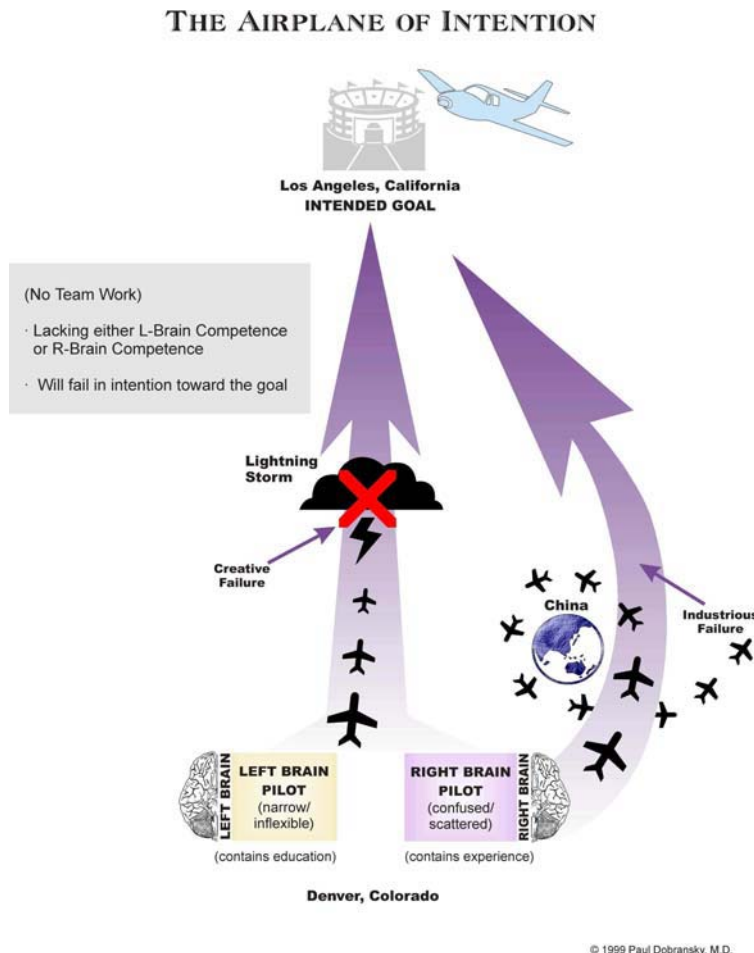
What if success in reaching goals is much like “flying an airplane,” reaching out from inside your boundary to brave the uncontrollable environment? Upon getting a foothold on a goal, you grow the size of your boundary to reach success, thus getting new control over the environment physically and psychologically in a way you didn’t have control before.

Flying this “airplane to success” need not be so complex. Once I was discussing a screenplay with my illogical, disorderly, but creative screenwriting partner. He suggested that our impasse in getting work done was because I was no fun, not willing to venture into distraction.

We realized that getting our goal of a screenplay sale was much like flying a plane from Denver to L. A. If I, as a Left-brained-dominant person had the controls, I would tend to “beat our heads against a wall,” obsessively pushing through trouble by being so goal-oriented. But if I let him man the controls, he would “get us lost.”

He said it was like he just wanted to check out Mexico on the way to L.A.—to have a little “fun” in our creative endeavor. Yet, I said if he were at the controls he would fly us to China and we’d forget all about L.A., which was our original goal!

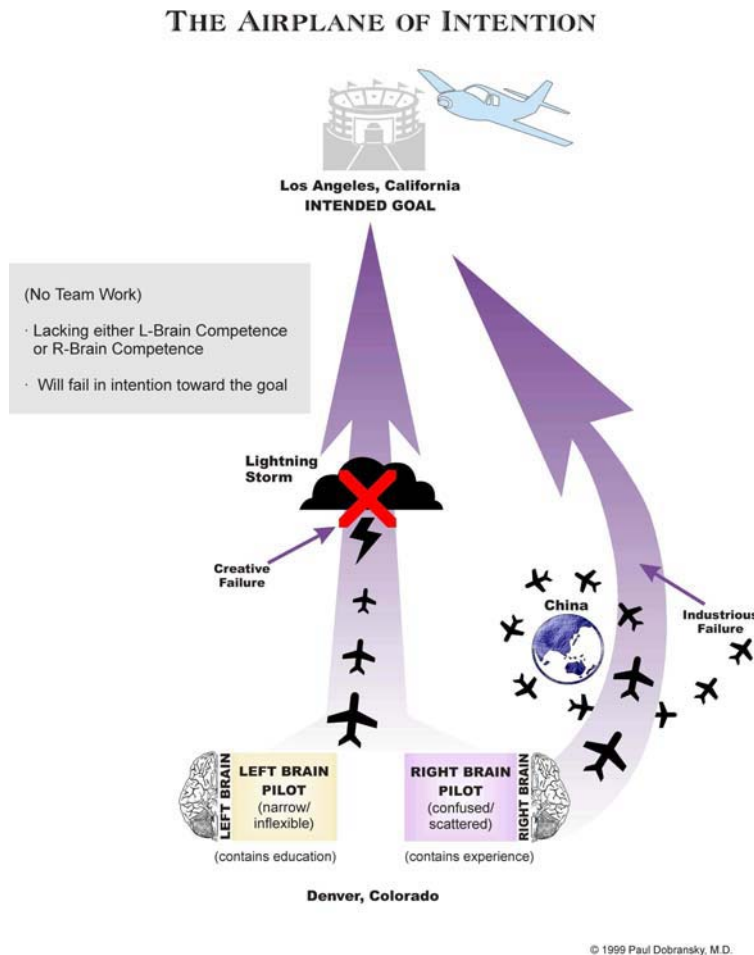
Right-brain as Co-pilot



Notice only on the right, where—if I left my friend to fly the plane—how he would tend to get us lost with too much right-brained flexibility in getting to a goal, and not enough logical, orderly, left-brained work of education.

We would have “fun” and end up in China, completely forgetting the original goal of L.A. that we targeted. This would be an *educational failure*.

Left-brain as Co-pilot

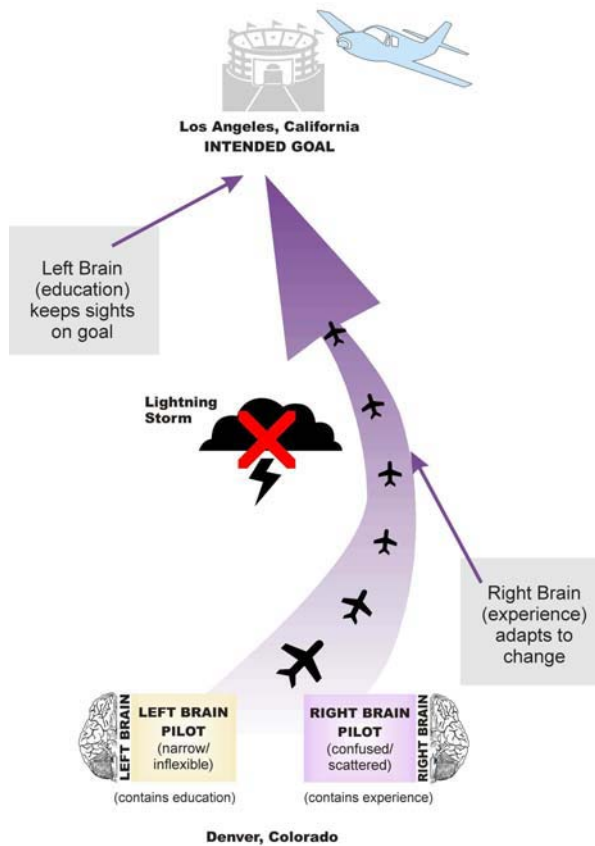


But also notice on the left, that if I were to be the lone pilot of the plane—being a left-brained person with lots of education and not as much experience—I would tend to fly us right through lightning storms, getting us into troublesome obstacles without enough right-brained flexibility to fly around them.

Like “beating your head against a wall,” this would then be an *experiential failure*. We were not seeing that there are many ways to get to a goal other than the reality I had “locked into” my mind and plan for us.

Use Your WHOLE Brain

THE AIRPLANE OF INTENTION



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Luckily, we all have both a left-brain “tank” to store *education*, and a right-brain “tank” to store *experience*. Using them, we can both “keep our eyes on the prize” using education, and flex around problems using our experience.

To do so may require personal growth and work on our intellect however. And you have to spend the currency of time if you want to grow new intellectual skill.

I needed to practice getting more experiences that are creative, disorganized and relaxed, to “see the forest for the trees,” and my friend had to learn to do “real” work or organizing, using time wisely and getting more “book smarts” or education about screenwriting’s and marketing’s technical side. Growing education or experience costs you time and effort to do.

Intellectual Narcissism

So we worked on organization and education for him, and flexibility and marketing experience for me. Did my writing friend and I solve our “writing problem”? No. We ran into a special problem that the intellect can contain: *intellectual narcissism*.

Your left-brain which stores education can be used narcissistically (destructively, win/lost) in an immature imagining that for me to be “right,” you have to be “wrong.” I was using judgmentalism, or prejudice toward my friend, labeling him a “slacker,” or a “dreamer” who doesn’t do real work with discipline.

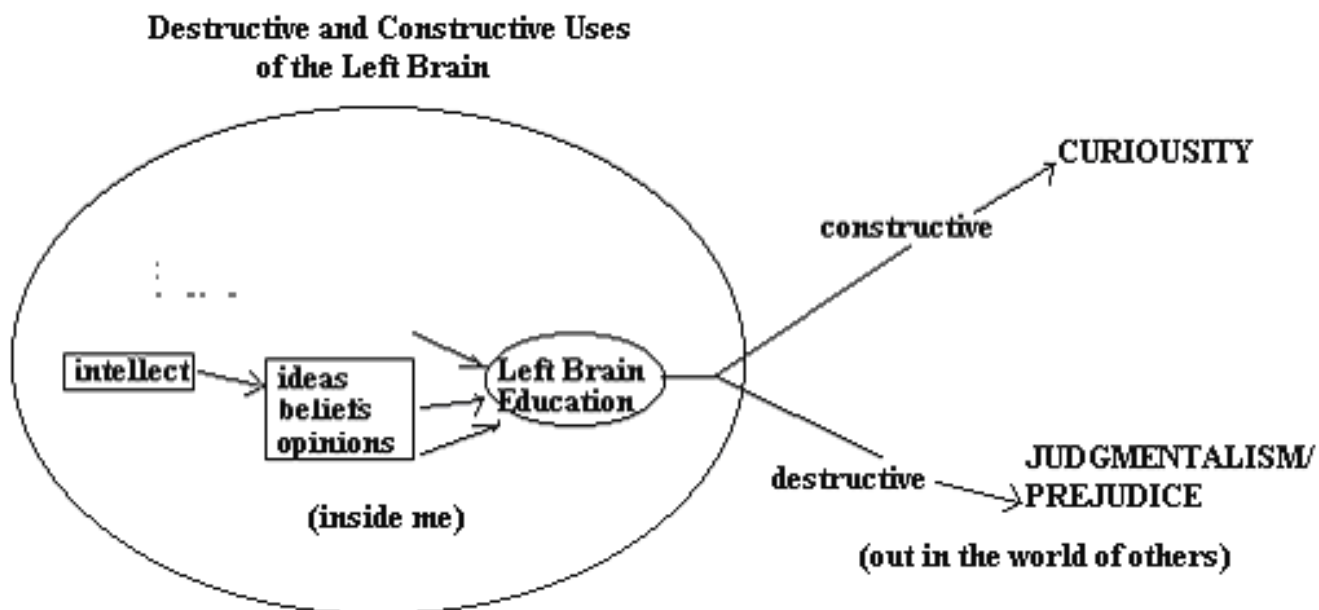
Your right-brain, which stores experience, can be used narcissistically (destructively, win/lose) in an immature imagining that one’s personal vision of reality is a universal standard, to produce ignorance. My friend was being *ignorant* of my own personal knowledge and experience, and discounted me as being too “stiff” and “inflexible” to see that his “big picture view” was “right.” Once again, with your intellect, being narcissistic means that for you to be “right”, someone else has to be “wrong.”

Remember *narcissism*? It is that force of childishness and immaturity that causes us to act in a win/lose way, to see the world as a place of *scarcity*. Think about what it would be like if you and a friend worked for the same company and had the same skills. She gets promoted and you don't. If you are destructive and narcissistic therefore, you would see her in a negative light, and secretly wish she would fail. You see the world as a place of scarcity, that there aren't enough jobs to go around. And the fact that she won a better job must mean that you lose.

If instead you were not narcissistic—but simply had a healthy pride—you see the world as a place of abundance and operate in a win/win way. Then you would truly be happy for her promotion because you see that if she did it, then you can, too. Maybe you would have to apply with another company, but there is more than enough goodness to go around in the great big world out there. You are able to see both of your views as being or having a “right” to exist, even if they differ. But a childishly judgmental, prejudicial, or ignorant person sees only themselves as “right.” To be “right” with their intellect, they think that those differing from them must be “wrong.” Those outside their boundary are all “wrong.”

As you now know, the only way this can happen is by “being in denial,” through a boundary hole. You are being ignorant or judgmental, and gazing out a hole in your boundary to project those very same character traits onto others. You end up calling everyone else ignorant or judgmental when it is really you who is being those things. If instead, multiple people could be simultaneously “right,” you'd find that the closest facsimile of “absolute truth” is the exact *average* of every opinion in the world. None of us are absolutely “right” alone, but we're all “right” together.

Left-brained Intellectual Narcissism

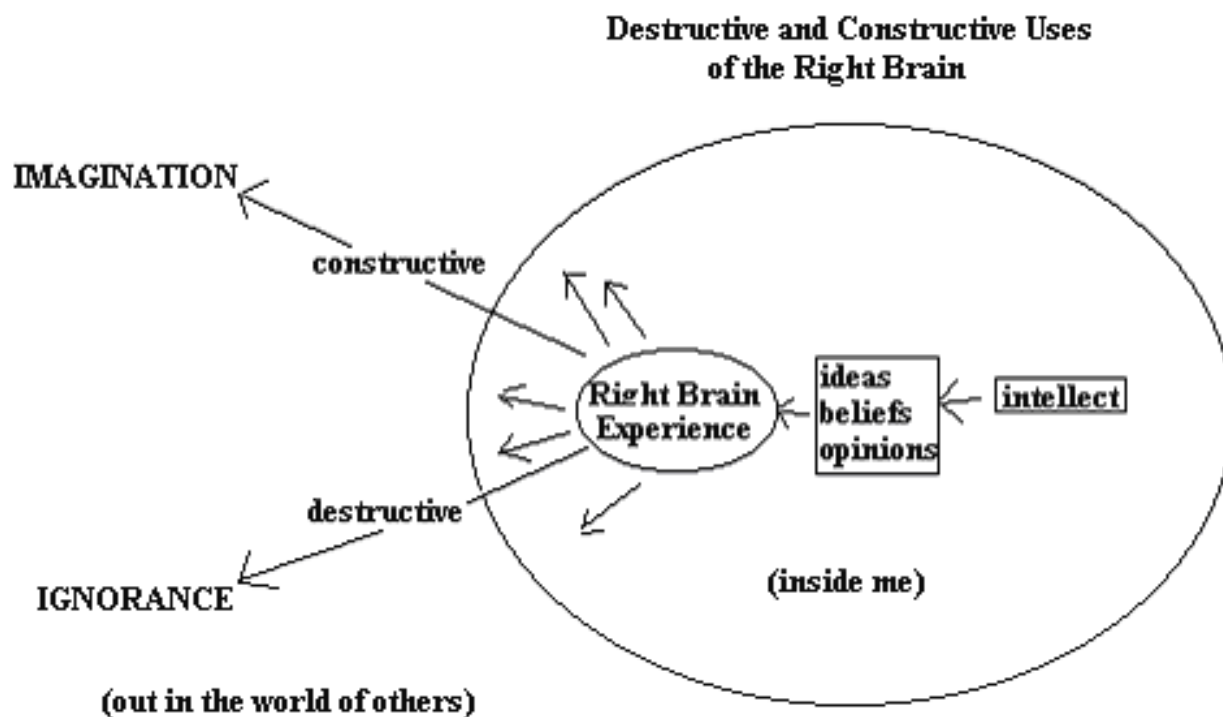


I'm sure you know some people who are on the "judgmental" side, quick to come to conclusions that they then lock in their Left-brain, not open to further discussion. But I'm also sure you know some outright prejudicial people or seen them in the media. Judgmentalism and prejudice are low in character, and childish, destructive, win/lose ways to use your intellect. If you are a typical human, you have had some of these thoughts or communications to others. It's okay, but you'll need to change this childish style if you want to be successful in life—John Nash's Game Theory proves that mathematically.

Fixing this problem of character takes doing the constructive instead of the destructive thing with your left-Brain. The answer is *curiosity*. With curiosity, you can be as logical and orderly as you like, but need to remember to be open to new facts or

information that come from the education of others. Curiosity is a more win/win way to use your left-brain's intellect where everyone's education is "right" and a value.

Right-brained Intellectual Narcissism



I'm also sure you know some other people who are ignorant, oblivious to the well-earned *experience* of others. None of us has a monopoly on the right-brain—we all have one! These people aren't open to the opinions or creativity of others, and force their vision of reality on others instead. This is also a low-in-character, childish, destructive, and win/lose way to use your intellect. Yet if you are human, you have had some of these thoughts or communications that others see as ignorant, too.

Did you ever know a person who thinks they're always right, and that they can even read other peoples' minds? I do, and he's a sorry guy without any friends. He collected tons of evidence that he's right and could read other peoples' minds because he

subconsciously was always jerking them into doing the negative things he'd always expect them to. This is called "enactment," and ignorant people with "holes" do it.

Fixing this problem of character takes doing the constructive instead of the destructive use of your right-brain. The answer is *collaborative imagination* that respects the boundary of others and doesn't assume that we can possibly know what they are thinking in their private "data tanks."

With *imagination*, you can be as creative and visionary as you like, but need to remember to be open to new opinions or information that come from the experience of others. Collaborative imagination is a more win/win way to use your right-brain's intellect.

If you were going to work on a creative goal, or run a company, it is important to "mine" the Right-brains of all your staff or partners, not excluding their creativity or experience. To do that is like using the internet to explore only one site rather than being able to use the whole internet—very foolish, and very narcissistically *ignorant*.

To be creatively collaborative, you need to see that we are all "right" in our creative ideas that flow from experience.

So now you have a working mechanism for solving the part of life's problems called *failure*. If you analyze a problem and separate out all the vague stuff, you work on the boundary for that—patch your *holes*, tear down your *walls*, and make *doors* instead. Separate out anything that feels like being trapped or controlled—that is decision-making stuff, and then separate out the emotional part of the problem. Look only at the part of the problem that is an emotionless, unmet goal. Now you apply your intellect to it.

As you try for goals and run into problem obstacles on the way, do you feel more lost? If so, you are having an educational failure and need to fill up your left-brain with more education or “book smarts.” This will get you more on target to your goal.

If you feel more like you are “beating your head against a wall” and that you wonder “why does this always happen to me?” then you are having a creative failure and need to fill up your right-brain tank with more experience, or “street smarts.” Go on a trip, attend a creative performance, take acting or comedy class, and shake up your creative powers with new experiences. At first, these will not seem to relate to the problem goal, and they won’t! However, the nature of your right-brain is to find creative future connections to things that didn’t exist before—to “go where no man has gone before” as a solution to an obstacle.

“Fly your plane” to goals using both copilots in you, and through that education and experience you will have more efficient *success*, the third requirement of Durable Fulfillment. This will save you that only currency of life that we can’t create more of—*time*.

Your Ultimate Goal: The Dream and Purpose of Your Life

Just think what you are capable of now. We have been talking about individual goals in this chapter, but what happens when you find a way to bring many of your goals together in one? The method of goal-seeking you have learned so far is one similar to having “training wheels.” Now it is time to learn to economize on your time and effort.

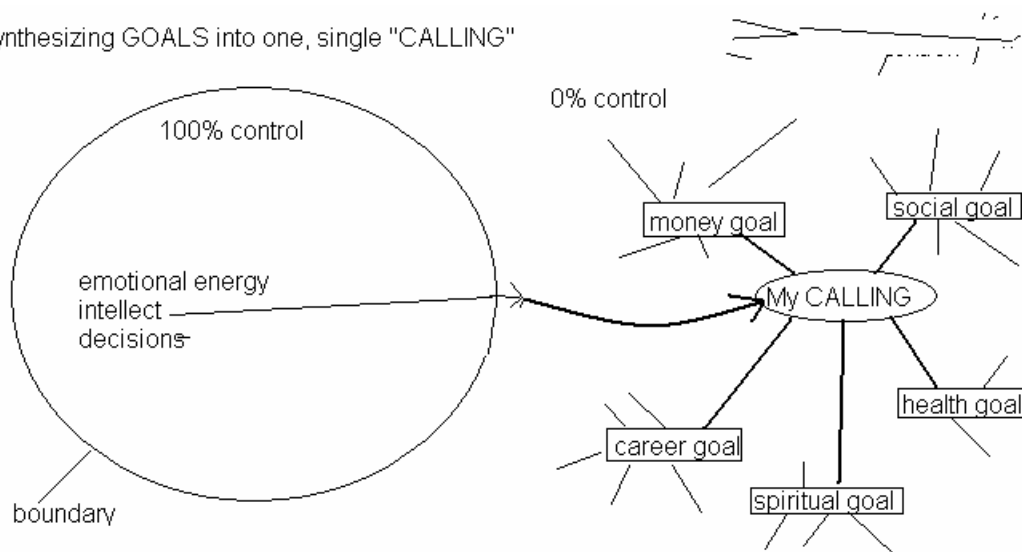
Consider this. People talk all the time about “how full their plate” is. What is the cure for a “full plate”? I contend that the answer is to synthesize, to weave together your goals into smaller numbers of combined goals.

Did you ever notice that sometimes when you accomplish a particular goal, it simultaneously solves multiple problems? If I were to accomplish the goal of a new, higher-paying job, it would solve problems with bills, resources for running my business on the side, and for paying off loans. If I accomplished a goal of moving to a new, larger city for a new start in life, it would solve problems reaching the goal of having new artistic friends, a better social life, more business opportunity and a source for brand new ideas for my novels—a new setting. These two examples are general categories of goal—money and residence. Others might be family, spirituality, health and the like.

How much more would be accomplished if you synthesized all your general categories of goals into one singular one that umbrellas them all?! This might be similar to a company “mission statement,” but far more passionate. This is your *calling*.

Think of your calling as being like a “master goal” for your life—one which unifies all your categories of goal. Think of your calling as being like the axle of a bicycle wheel, and your major categories of goals being like the spokes of that wheel.

Synthesizing GOALS into one, single "CALLING"



Notice how you could try for each individual little goal separately, but if you directly target your PURPOSE in life, your dream or CALLING, heading for that goal with intention AUTOMATICALLY meets the demands of your general categories of goals, and each little individual one.

Furthermore, consider that each of the general categories of goal also have lots of little subgoals, less significant than the general category or the calling itself.

This is a good opportunity to use a journal once again. If you have done good work on your personal boundary, then you know your limits, resources and preferences. You “know yourself.” And that means you could list all the little goals you have, joining them and collecting them together. Synthesize down and I’m sure you can come up with one paragraph, or even one sentence that describes in total what your grand life’s goal is all about—your purpose for being here, your dream, or what we describe as your calling.

Doing this exercise is yet another way of time management, consolidating your use of time and your efforts at goals—down to one single point.

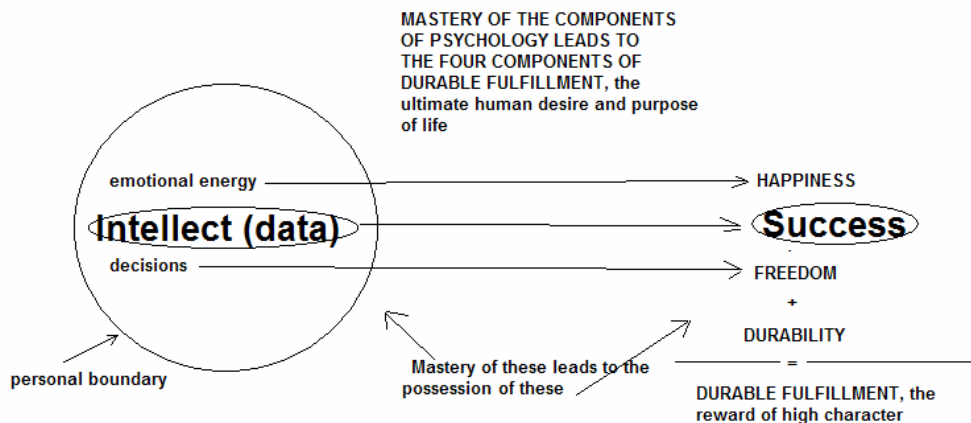
Other Uses of Your Intellect

- When intellect is combined with boundary function it is called *time management*.
- When intellect is combined with emotional energy, it is called *communication*.
- *Beliefs*—the “building blocks” of your “reality” which feed information to your intention—a combination of emotion and idea—making them different from just any old idea—they tether the idea in you, hard to break. In this sense, beliefs are a kind of communication you make to yourself.

One of the things we are going to learn about Mind OS is that each of the four “building blocks” of psychology can be combined with themselves and with Observing Ego to examine every other human skill or function. We will learn what composes such things as politics, faith, charisma, power, purpose or intention and others. Our intellect as one of the core four building blocks of character is no different.

To begin this kind of “assembly” of the parts of us, we will look in Chapter Eleven at how intellect is a part of *time management*, *communication*, and also can take the form of those units of our personal reality called *beliefs*. There will be many more to come, but we will start with these three.

Now you have learned to master your **SECOND** Inner Resource: **Intellect, which leads to Success**



- In mastering *intellect*, you also become a master of the use of *time*, since time is the “currency” of the intellect.
- In mastering intellect, you also master *success*, because you need both time as well as ideas arranged efficiently, logically, and flexibly in order to get to a goal. Efficient use of time leads to success since it costs less time to get there.
- As an added benefit of mastering the ideas of the intellect, you also have an opportunity to change your very view of the *reality* of your life, through designing your *belief* system to be more composed of positive energy and ideas.
- This may be in inferred correlation in the *Declaration of Independence*, where it is stated that we have an inalienable right to “life.” Not just the right to breathe, but to really “live” in the kind of reality we desire.
- Intellect is like the “data” on your computer and in its connection to the internet. As you now see, there can be a great sophistication to how you use data and time. Notice how the more efficient a computer is with its memory use and data manipulation techniques, the faster it is, and more successful at solving problems or tasks you give it.
- We’ve also learned that intellect can combine with other “core building blocks” of psychology, to make other skills such as *communication*.
- Time to learn now about your *third* and last Inner Resource.

CHAPTER EIGHT: The Anatomy of Emotional Energy

This is the good stuff. The third and resource needed in order to get Durable Fulfillment. This is what everybody wants to talk about, and yet one of the least understandable things to talk about. I mean, what exactly is our “energy”? What is self-esteem? What does it mean to be “burnt out,” “pooped,” or “empty”? Empty of what? Well we can know exactly what all these terms mean—and in a practical way. It’s just that understanding energy can’t be accomplished without diagrams to explain this invisible stuff—and certainly we needed to understand the other resources first.

Without all the other great things we learned, how could we possibly use our “energy” wisely? We’d spend it in bad decisions. We’d waste it in unintelligent ways, or places where it does nothing toward our goals. We’d have a leaky boundary to hold it, and we’d suffer it away through our boundary holes—a “leaky” tank of gas. We’d not use it wisely to get to our goals and fritter it away. Without mastery of our personal boundary, decisions and intellect, all the great energy in the world is all for naught. You see, emotional energy is the “fuel” for your “airplane of success.”

Emotional energy in us can take a positive or negative form. The positive form is called “self-esteem” (happiness), and the negative form is called “displeasure,” which is a the result of anger, anxiety, or both.

It’s all about energy, and physics definitely applies here. You see, just as an automobile is an energy system in a structured form and a computer is an energy system in a structured form, we humans are an energy system in a structured form, too. Physics applies to us the way it applies to everything else. Our intellect is the very thing that gives our emotional energy some structure and practicality—to “harness” that energy.

Physics is what governs the behavior of a structured system of energy, so let's look at some ways that physics explains this.

Energy takes positively-charged and negatively charged forms that cancel each other out in some cases, like “matter versus antimatter collisions” that occur in particle accelerators. Yet energy also can exist in “potential energy” form, like money in a savings account, or in “Kinetic energy” form, like cash put into motion and spent. Just like money, energy can be transformed from one form to another.

Which brings up the 1st Law of Thermodynamics from physics. This law was discovered by Isaac Newton and states that “energy can neither be created nor destroyed.” In other words, when working with energy, the most we can do with it is to direct it, channel it, or transform it. We can't make it just evaporate or pretend it isn't there. If you've ever harbored anger inside for awhile, you know it doesn't just “evaporate”—not until you *do* something with it.

Have you ever known a person who claims they are “not an angry person,” and says, “I never get angry”? Well, they are wrong. Anger is a negative emotional energy, and when it is in you, it doesn't just go away. It stores up in the form of *depression*, gets transferred or “dumped” on others, or else can be converted into something useful. But it never just “goes away.”

We'll learn much more about this specific aspect of anger later, but for now just know that we are required to obey the 1st Law of Thermodynamics, the same way that a car, a train or a computer does. They run on energy, and so do we.

Our bodies run on chemical energy. We eat food, and our digestive system “mines” that food for chemical energy, transforming it into stored units that can be neatly

saved in us, just like energy is stored in a battery. Then whenever we move our muscles, those muscles “tap” into that energy in order to run.

Well our minds—our psychology—run on energy, too: a kind of chemical energy that once existed in the food, but now is used for powering our emotional outbursts, our actions, and even our thinking processes. It is not much different from how all the calculations a computer makes are powered by electricity. Have you ever studied in an “all-nighter” for a test at school? How did you feel? Probably drained of energy, even though you weren’t doing actual physical exercise.

This “chemical” energy can actually be labeled, analyzed and understood to be in the form of *emotional energy* when we are talking about psychology.

I have helped thousands of depressed and anxious people, and I must say that when they are in the worst possible state, you can really *feel* the lack of two certain kinds of energy in them. This thing we call self-esteem is nothing more than the two gauges on the panel of your car—the “gas and oil gauge.” When the person tells me they are “depressed,” they are low on “gas,” the kinetic energy that “gets things done” in life. When they say they are “anxious,” they are low on “oil,” the potential energy that “cools” a system.

Another way of illustrating this concept is that one’s overall self-esteem always has two parts to it, just as a car operates on two kinds of petroleum—gas and oil. Self-esteem is broken into “well-being”—a nurturing, cooling kind of potential energy—and “confidence”—an action-prone, fiery kind of kinetic energy.

We need both kinds of positive emotional energy or self-esteem in order to “run” ourselves happily. Just as a car that “runs hot” with too much gasoline and low on oil, a

person full of confidence but lacking the motherly energy of well-being burns up in an explosion of anxiety. And just as a car that runs sluggish, overfilled with oil, and lacking gas, a person full of well-being but lacking confidence runs “out of gas” soon and doesn’t get much action done—a depressed person.

All either person ever needed to do is to make a decision to do things differently, to not act like the Rat or the Hare of our fable. Observing Ego guides us this way—showing us the “fuel gauges” of our emotions and what level they are teetering at, then allowing us to strike a balance of emotional energy like the Tortoise of the fable.

The reason I taught you about Observing Ego first is that, without it, you are like a computer programmer without a video monitor. How can you do anything with yourself, or even know what your strengths and weaknesses are? If only you could get “present-minded,” you might start to see the gas and oil gauges of the automobile that is your body.

The Relationship of Positive and Negative Emotional Energy

Did you ever notice that some people seem to “drain” you, while others “energize” you? Drain you of what? Energize you with what? Is this feeling an imaginary thing? No! Remember just because psychology is invisible does not mean it isn’t *real*. Self-esteem is what was drained from you or what filled you up.

Think about this. If your boundary has no hole in it, then energy can’t get in or out. If you have a hole or open a door, however, energy can pass freely from the environment to you or from you to the environment. Now... several combinations can happen because physics demands that they do, time and time again:

1. If you have a bigger negative energy inside you than the positive energy in the environment just outside you, then your negative energy will neutralize an equal amount of that good energy out there, and you will have sent the difference as *stress* into the environment. You feel better by an equal amount. This is a win/lose energy deal, with you as the winner.
2. If you have a bigger positive energy inside you than the negative energy in the environment just outside you, then your positive energy will neutralize an equal amount of that negative energy out there, but you will feel *stressed* by an equal amount of the difference. People in the environment feel better by the equal amount. This is also a win/lose energy deal, with you as the loser.
3. If you have negative energy and so does the environment, then *conflict* arises, because the negative energy has nowhere to go.
4. If you have positive energy and so does the environment, then your energies can “join forces” in a win/win way.
5. If you have more positive energy than negative energy, then you are at least a little bit *happy*. This is “being in the black” on your gas/oil gauges or financial ledger.
6. But if you have more negative energy than positive energy, then you are at least in a little *displeasure*—either angry or anxious. This is “being in the red” on your gas/oil gauges or financial ledger.

Remember the 1st Law of Thermodynamics—energy is neither created nor destroyed. It just flows from one place to another, or one form to another. All the energies—positive and negative—need to add up to the same amount in a system, no matter what happens within that system. Even though some of the positives and negatives in that system cancel each other out.

When someone is hostile toward you, they have “dumped” their anger into you, canceling out some of your well-being in a puff of smoke. When someone whines and moans at you, complains at you or worries at you, they have “dumped” some of their anxiety into you, draining some of your confidence in a puff of smoke.

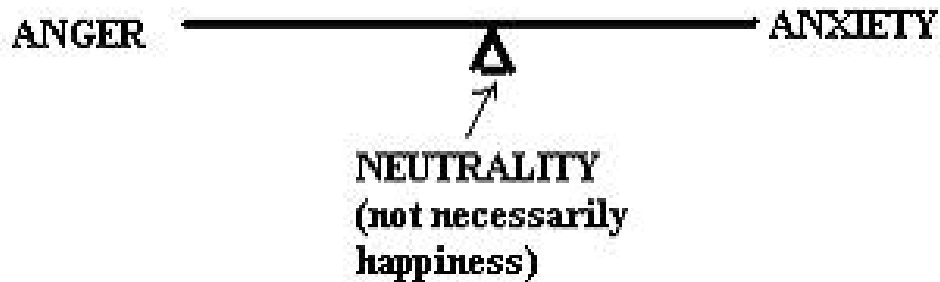
Further, did you ever notice that when you go to a party, there are clusters of people? You will find 100% of the time, that the person at the very center of each cluster is the most powerful person of the cluster—the one with the highest positive energy of self-esteem, and the most mature boundary function that has doors not holes or walls.

Of those clusters, the person at the center of the LARGEST cluster is the most powerful person at the whole PARTY, and the least powerful are the ones at the periphery of the smallest cluster. Try observing this. It is true, every time.

When someone “drains” our positive energy, it is negative energy that is left in the vacuum afterward. These two are like “matter” and “anti-matter” from physics.

Negative emotional energy takes the form of either anger or anxiety, or both. So when someone drains our self-esteem, we feel a bit more angry or anxious, or both. Anger is the vacuum left when our well-being is cancelled out, and anxiety is the vacuum left when some of our confidence has been robbed.

The Spectrum of Negative Emotional Energy

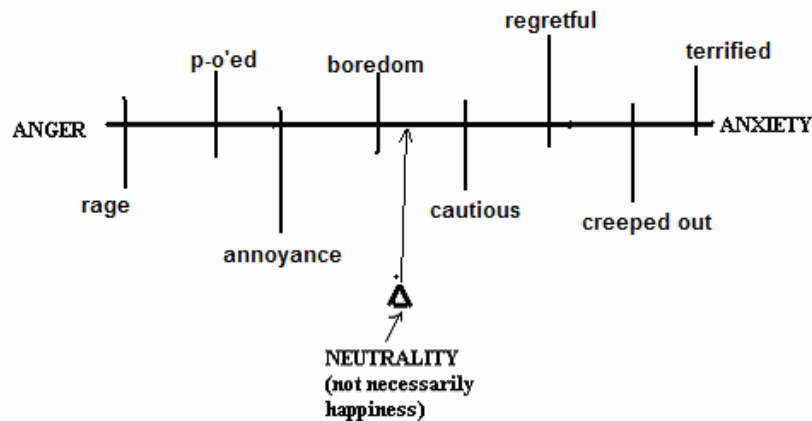


You have never heard of this before, but when you examine it, you'll find it true, every time: anger and anxiety are opposite emotions.

If you notice what happens when an “angry” bank robber hears police sirens, he runs. He is no longer angry, but a bit more anxious. He has had his anger get an injection of anxiety, “neutralizing” the anger.

On the other hand, if you notice what happens when an anxious employee reaches his limit of abuse or threat of layoff, he gets angry and quits. In rare cases, he may even become violent in the workplace. In any case, after a self-injection of anger, he feels more neutral. He is not as anxious anymore.

WHATEVER WORD YOU USE, EVERY UNCOMFORTABLE EMOTION YOU EVER
FEEL EXISTS SOMEWHERE ON THIS SPECTRUM



Notice that every uncomfortable emotion you have ever had is a combination of some percentage of anger and 100-minus-that-percentage of anxiety. In other words, anger and anxiety compose all possible uncomfortable emotions, whatever you choose to call the combination. Just keep out the data on the event or situation—that is intellectual. What’s left in an uncomfortable situation is simply some anger and some anxiety.

For example, if you feel what it is like to have “annoyance”, there is quite a bit of anger to that word, and less of a degree of anxiety. If you feel what it is like to be “regretful,” there is quite a degree of anxiety to that word, but also some anger in it too. The word “terrified” is almost all anxiety and the word “rage” is almost all anger.

Notice that the closer you are to the center of the spectrum, the closer you are to neutrality, or no emotion. This is not positive or negative—it is just neutral. Boredom is pretty emotionally neutral, but still an emotion just a little more angry than anxious—the two are almost in balance.

If you are bored, you might be a bit angry about that, but also a lesser degree anxious, such that “maybe I should be doing something with my time.” And “cautious” is a pretty neutral word too, but still an emotion. It is a little bit more anxious than angry, though you might be angry that you would have to be cautious, you see.

All bad emotions are simply mixtures of both anger and anxiety. What this means is that if you want to master any negative emotion you ever feel, all you need to know is how to master *anger* and *anxiety*, the two ends of the spectrum of negative emotion!

Why work in spectra?

All human states of being are not possible to label and put in little boxes. Human behavior is always on a spectrum. In the morning we may be angry and in the evening be anxious. We may be organized in the morning and creative at night.

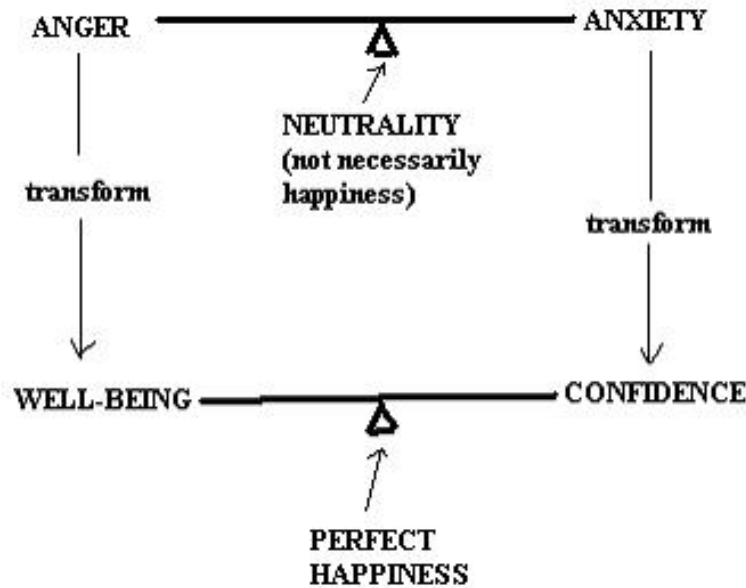
We are always more of “one thing,” or more of its “opposite.” So I ask you: what is contained between the two ends of any spectrum of something? Everything! Every possible condition of a thing is contained in a spectrum of the parts of the thing.

For example, all visible colors—mauve, ochre, periwinkle, as well as purple, green and other standard colors—are contained within the two ends of the rainbow, from red to violet. What’s more, they “contain” each other—green is made of blue and yellow, and orange is made of yellow and red. Well, all visible “colors” of psychology appear in between anger and anxiety, well-being and confidence, education and experience, conscience and intuition, destructiveness and constructiveness, and between boundary holes and boundary doors. All we are is between those extremes. It’s easy.

But even while we can change our energy state on the spectrum, the total energy never goes away—it can only be blended with other energies, or transformed. What remains is simply to learn to turn negative energy into the positive.

Welcome to true “Quantum Psychology”!

Positive Emotional Energy



So what do we do with our negative emotional energy once it has broken into our personal boundary? We must learn to transform that energy into a positive form of emotional energy.

The two ends of the spectrum of self-esteem's positive energy are called *well-being* and *confidence*. The balance point of having both of these two kinds of self-esteem is called *bliss*.

Positive emotional energy is the exact same thing as self-esteem. Being full of the two equal parts of self-esteem—well-being and confidence—is the exact same thing as the state called *bliss*. I have never heard of a person who is chronically depressed or anxious having a durably high self-esteem. I have also never heard of a person with durably high self-esteem get very depressed or anxious for very long.

Do you see what this means? Self-esteem is the ultimate antidote to nonbiological depression and anxiety, and we are going to learn exactly how to build that “fuel of life” in a way tailored to you.

The Anatomy of Self-Esteem

To review, there are TWO KINDS of self-esteem:

1. *Well-being* is a “nurturing” energy, feels like “being mothered” or having “one’s needs met.” If you were an auto, this is your oil, and anger is a “fuel gauge” or signal telling you are low on well-being oil.

2. *Confidence* is an “energy of action,” feels like “being fathered” or being quite capable of tolerating risk, loss, or change. If you were an auto, this is your gasoline, and anxiety is a “fuel gauge” telling you you’re low on confidence gasoline.

In order to feel perfectly *happy*, we need equal amounts of both of these self-esteems. Just as a car needs both gas and oil to run properly, humans “run” on energy too—emotional energy. When we are newborns, we don’t have the mature-charactered emotional energies called self-esteem. We have bad moods. But these moods are just signals of being in *lack*. Anger at lack of our needs being met, and anxiety at the lack of security we feel. Yet all good moods come from guess what? Interaction with important others. Namely our parents.

Originally (and classically), we begin to fill up on the self-esteem energy of others—well-being from our mother, and later, confidence from our father. Sooner or later—often not until we are in our teens—we start learning how to fill some part of ourselves up by our own efforts. Until then, we totally rely on the love of others to give us free praise, free faith in us, or free self-esteem.

But that's a perfect storybook world isn't it? Some fathers are unconfident nurturers, and some mothers are unempathetic tough guys that push us to excel. Still others of us come from single-parent families.

And there's much worse. If you have heard of the infant medical condition called "failure to thrive," you may know that a baby who receives no nurturing at all for the first weeks to months of life, dies. Give them food, give them warm blankets, but if you don't give them the currency of self-esteem called *love*, they still just... die. It was highlighted in the news about Russian orphanages a few years ago. And those who read the book, *A Child Called 'It'*, may envision an even worse newborn period than that of an orphanage—parental abuse. Do babies dying for lack of love convince you that emotional energy between people is real? I hope so. The rest of us survive somehow.

So this is how we got to the place most people are emotionally today. No parent could give quite the exact amounts of the right type of love at the right time that we needed it. Well, not for most of us. And yet somehow, people do survive and grow emotionally. We get love, get filled with self-esteem here and there from unusual sources—maybe a teacher who gave to us years after we left the class, or a street gang that was the only authority willing to spend energy on us, or even just the energy we pulled from heroes of ours that we never even got to meet.

We try to find our own ideal balance of love. Actually, we have no choice but to. Self-esteem may have different colors, different amounts of motherly well-being and fatherly confidence to it, but to have true happiness, we absolutely need both kinds just as a car needs oil and gas.

Have you ever seen a very satisfied person, with all their needs met? Full of well-being? Are they absolutely happy if they are not confident? No. They are like Richie Rich, the poor little rich boy—rich on well-being, poor on confidence. Can't get any dates, even with all our riches. This is why wealth does not guarantee happiness. Your needs are met, but you can't protect them. You are an auto with oil and no gas.

Have you ever seen a very confident person who also didn't take care of herself or nurture herself? Someone very confident but lacking any caretaking from others—the “fiercely independent” person? Are they absolutely happy? No! This is why gang members and terrorists are full of confident bravado, but still not happy. I guarantee you Osama Bin Laden is never, ever happy no matter how many people he blows up. These people are like an auto with lots of gas and no oil—full of confidence but lacking well-being.

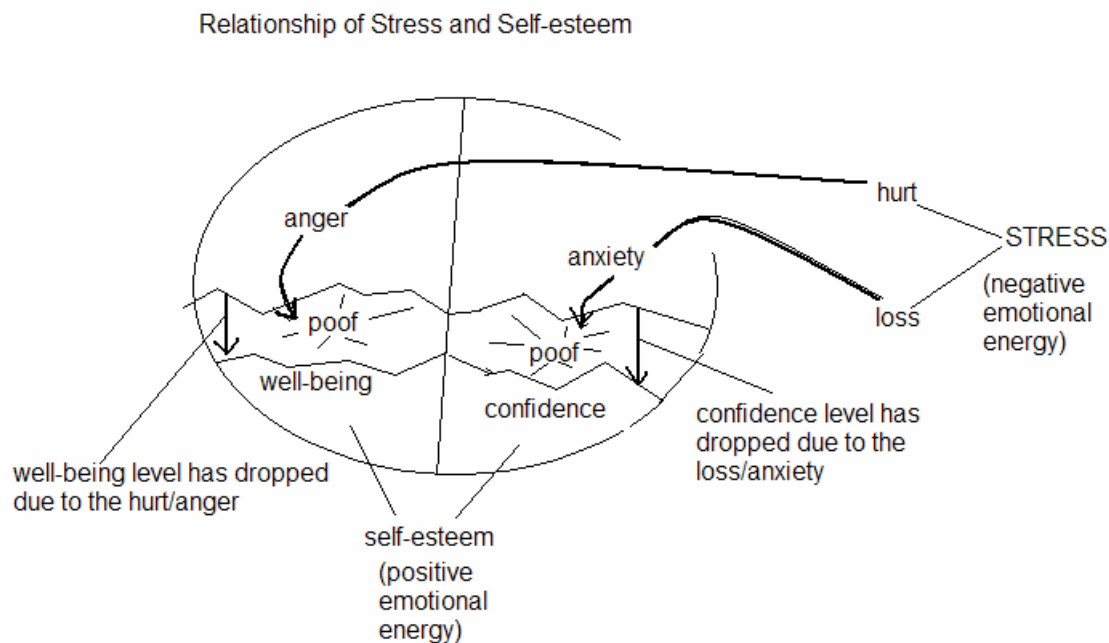
Do you know the origin of the term “con man”? It comes from “confidence man,” a guy full of confidence who criminally manipulates people. But I don't know any criminals or terrorists who feel very “nurtured,” or “have all their needs met”. Actually, I don't know any criminals or terrorists, period. But you get the picture.

We all need both a source of *mothering* and *fathering* throughout life, even if they have to come from the same person for a time. Sooner or later though, we are not so small, and adults stop supplying us with free self-esteem. We need to learn how to transform energy into the forms that we need at the time we need it. We need to learn how to transform stress, anger and anxiety into self-esteem instead. Remember the 1st Law of Thermodynamics—bad energy cannot be destroyed, but it can be channeled and transformed.

The Return of Stress: “What Doesn’t Kill Us Makes Us Stronger”

Remember, just like the *positive* energy of self-esteem, the *negative* energy of stress has two forms:

1. *Hurt*, which if it gets into your boundary, causes *anger*.
2. *Loss*, which if it gets into your boundary, causes *anxiety*.



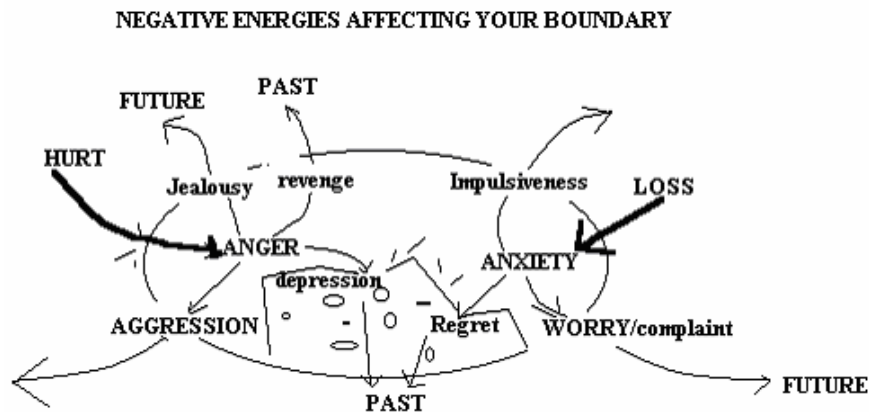
Remember that anger is a signal that you are low on well-being—it is an absence, or vacuum, of well-being. The reason you are low is that some of your *well-being* has been evaporated by hurt in a puff of smoke. Anxiety is a signal that you are low on confidence—it is an absence or vacuum of confidence. The reason you are low is that some of your *confidence* has been evaporated by loss in a puff of smoke.

All stress you have ever been threatened with has been some percent hurt and 100-less-that-percent loss. For example, a large bill in the mail is a loss (of money), an insult is a hurt, and a divorce may have both hurt and loss in its stress.

Throughout this book you will find that old sayings and wisdom have a real scientific basis, as does the law, “What doesn’t kill us makes us stronger.”

Our first line of defense against stress is saying no to it with the personal boundary in the first place. However, once stress gets in you, it is your problem. The anger and anxiety generated then must be transformed into self-esteem if you are to make good use of this situation. As such, our next diagrams will prove to you visually that “What doesn’t kill us makes us stronger.”

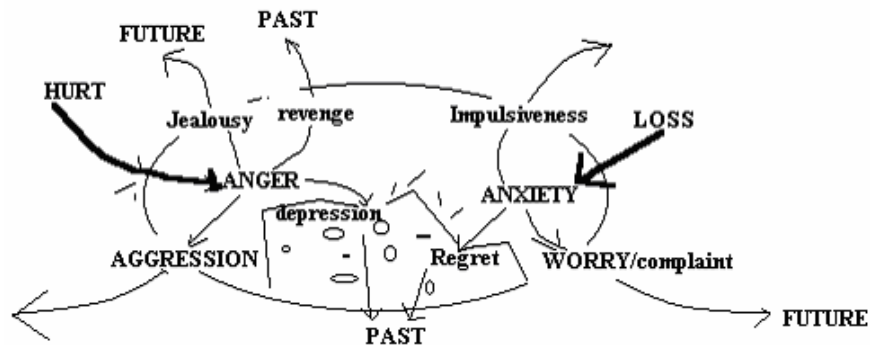
Wishing to Control the Past and Future as forms of Suffering



Suffering is “trying to control the uncontrollable.” When we try to control the past or the future, neither of which we control, that is also suffering. There are ways in which we can suffer using our emotional energy aimed at these time frames that we don’t control:

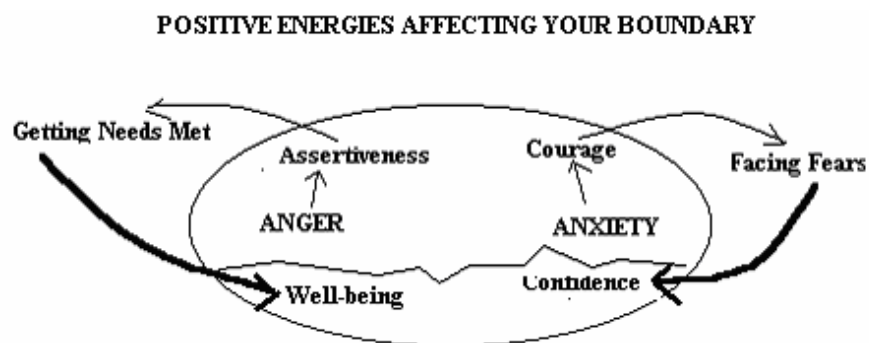
- If *hurt* gets into our boundary it is now called *anger*.
- If *loss* gets into our boundary it is now called *anxiety*.
- Suffering over the future with anger is “jealousy.”

NEGATIVE ENERGIES AFFECTING YOUR BOUNDARY



- Suffering over the past with anger is “revenge.”
- Suffering over the future with anxiety is “worry” or “complaining.”
- Suffering over the past with anxiety is “regret.”
- When we are present-minded and therefore self-aware with Observing Ego, we can still elect to suffer with anger in the action called *aggression*.
- When we are present-minded and therefore self-aware with Observing Ego, we can still elect to suffer with anxiety in the action called *impulsiveness*.

The Alchemy of the 1st Law of Thermodynamics



We have said that in physics, the 1st Law of Thermodynamics says that “energy can neither be created nor destroyed” (only transformed). So if you look at the last two diagrams you’ll start to understand that, ultimately, every word in the diagrams (except for “past” and “future”) is a form of energy. The prime distinction between all these forms of energy is that they are either a positive or negative energy.

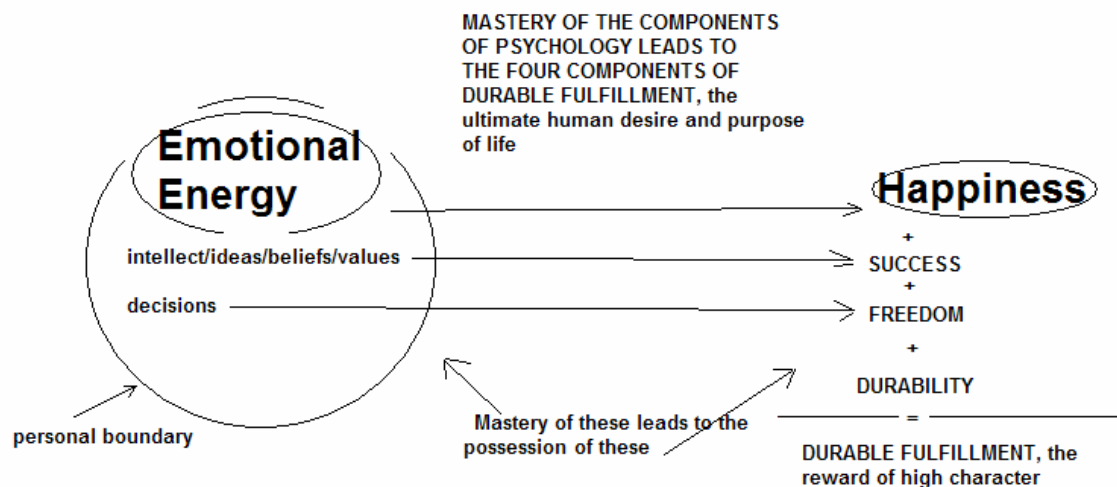
The first diagrams show only negative forms of energy (once again, except for the words “past” and “future”). But the last one shows something different. It shows how the negative forms—anger and anxiety—can be turned alchemically to self-esteem’s positive energy components.

Once we have been stressed by hurt or loss and these have entered our boundary as anger or anxiety, we now are charged with transformation of that bad energy into another form, a positive form. We are about to learn exactly how this happens.

We are about to learn every possible interaction between hurt, anger, violence and depression, and find a “cure” in well-being. We are also about to learn every possible interaction between loss, anxiety, impulsivity and addiction, victim-thinking, worry, hopelessness, helplessness, and regret, and find a “cure” in confidence.

Once we have these two parts—well-being and confidence—we need to balance them. An equal amount of well-being and confidence = bliss, or high self-esteem.

Now you have come a long way in Mastering the THIRD Inner Resource: Emotion



- Mastering the third inner resource of Emotion leads to *happiness*.
- Now we need to bring all we know together.

Remember:

- Mastering *everything* happens by mastering the two ends of its spectrum.
- Emotional “alchemy” is the art of transforming negative emotions to positive ones.
- Time to master *anger* and *anxiety*, and therefore all emotions, through balancing the “alchemy” of Mind OS’s Anger Map and Anxiety Map.

CHAPTER NINE: ANGER, VIOLENCE, AND DEPRESSION

Just when you thought you've learned every unusual thing there is to know about emotions, I'm going to hit you again. You know negative emotion lives on a spectrum and you know positive emotion lives on a spectrum. But what do you do about these "ends of the spectrum"? How do we really transform the negative energy into positive energy?

At this point, we have enough tools to combine much of what we know together. Many times people find themselves in tight spaces with emotion. We get lost in the emotion of divorce, job loss, infidelity, politics, war, and terrorism. We feel lost. And when you feel lost, there is nothing like finding a map.

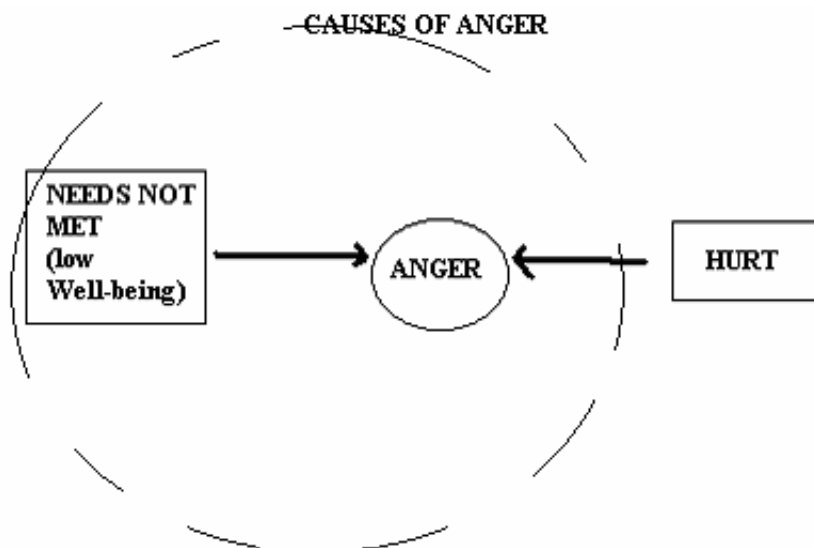
What I am about to show you is the first of two incredible MAPS—so incredible in fact that, combined, they demonstrate to you any and every human behavior when it comes to emotions. Every hurt, loss, anger, anxiety, depressed, addictive, overeating, overspending, compulsive, impulsive, obsessive, masochistic, sadistic, violent, aggressive, heroic, assertive, courageous, nurturing, confident or passionate thing you have ever done is drawn out for you in intimate anatomical detail. An x-ray of your soul to study, learn from and change yourself for the better.

Not only do these maps explain all emotions of a single individual, they explain the behavior of groups of us too—families, communities, corporations, and even nations. A business is legally a "person," and so what you are about to learn regarding anger, depression and violence applies equally well to your company as it does to you as an individual.

Companies have self-esteem and stress, get depressed and hurt economically, as well as doing violence to others, or to their own employees or stockholders. So even whole groups of people, like a corporation, are capable of generating the kind of self-esteem called well-being.

Let's build a "MAP" for ANGER

If we master these two ends of the emotional spectrum, using an *anger map* and an *anxiety map*, then we learn to master every uncomfortable emotion in between. To build a map we will need to "know the territory." That means learning every speck of the possibilities that surround "angry situations."



There are only two causes of anger in the world; everything that has ever contributed to anger has been one of these two:

1. *Hurt*, that type of stress attacking your boundary from the outside

Or

2. Your needs not being met on the inside, which is the same as being low on *well-being*.

Everything that has ever happened to you or your company that generates anger has been either a “*hurt*” from outside the boundary—like a “hostile takeover”—or else it has been a *lack of needs being met* on the inside. Examples from personal life would be a lack of friends or a lack of physical health. Examples from business would be lack of funding or capital to begin with.

ANGER: Caused by HURT, or by your NEEDS not being MET

Say that you went into a store and none of your needs in life are met—and I mean the things that would make your life ideal for you. You don’t have much money, no friends, no love, no spouse or partner, no free time, poor health. You are low on *well-being*, that self-esteem energy that feels like being “mothered.”

Now say on top of this, the clerk in the store is rude to you, making you go to the end of the line—a very long line. That’s a stress called *hurt*. What are you likely to feel or do? Get angry!

Well, what if on the flipside you went into that store and you were full of well-being? All of your needs are already met. You have as much money as Bill Gates, you

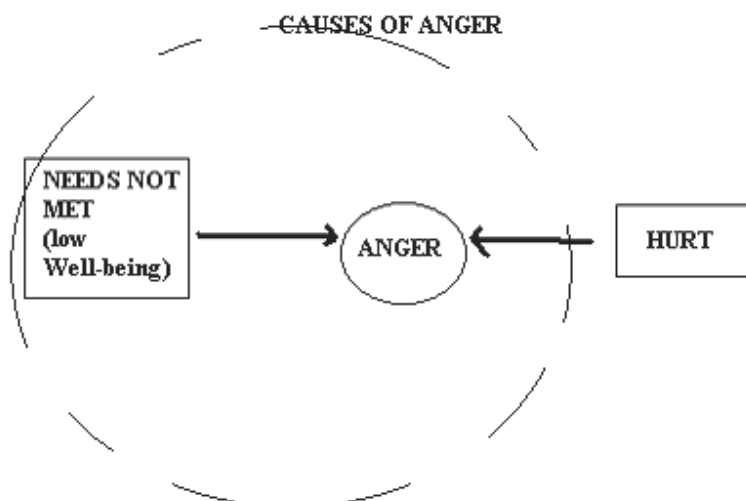
have a thousand friends, the perfect marriage, no need to work so you can spend your time on fun things and leisure, and you have great health.

Now say that the store clerk is again rude to you and makes you go to the end of line as a laughing stock (a hurt). What are you likely to do? Shrug it off! You don't care. I mean, you have more money than Bill Gates and lots of love—what do you care? You might even feel bad for the clerk—charitable—and offer him a job with your company since he doesn't seem to like his current job!

What is the difference between the two situations? You!!! The clerk did the same thing each time, but you and your level of well-being was the difference. And guess what? You are responsible for your own level of well-being once you are an adult.

Sorry, I had to learn this lesson the hard way, too. Once we are adults, it is no one's job but our own to fill up our boundary tank with the nurturance of well-being.

Hurt and Well-being are opposites that can cancel each other out

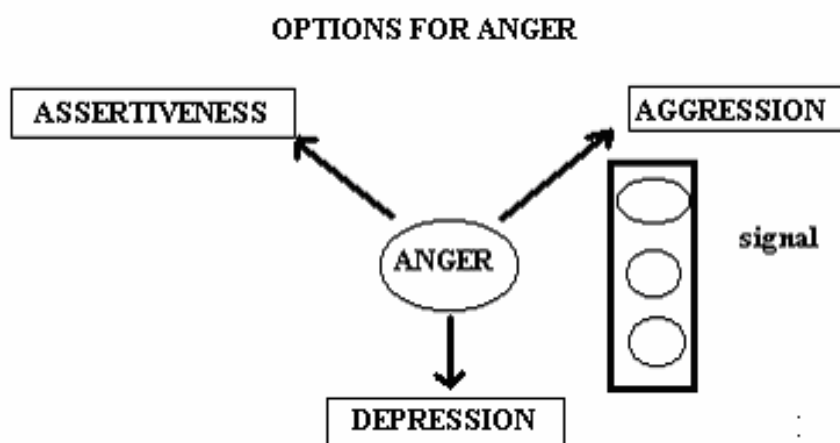


In fact, *well-being* strengthens your personal boundary against the stress called *hurt*. If hurt gets in, then it cancels out an exactly equal portion of your well-being in a puff of smoke, like anti-matter colliding with matter, and leaving a vacuum called anger. If your well-being is much greater than the hurt coming at you, then even if hurt gets into your boundary, it is inconsequential.

Your personal boundary really is like a shield against stress—your first line of defense, in fact. But if you have some holes there or the hurt is just so overwhelming that it busts into you anyway (called a *trauma*), then the winner of this struggle depends on which is a bigger force—your positive energy inside you or the negative energy coming from outside you.

There was a saying when I used to be an anesthesiologist—“it’s not what you do; it’s what you do next.” What this means is that for every mistake we make, there is often an immediate correction. Say that your well-being is smaller than the hurt coming at you. You get angry. It’s what you do with the anger next really matters. What now?

The only THREE Possibilities for Anger



Once angry, there are only three things you have ever done with it, only three options for anger in the world:

1. Get *depressed* with it, by being passive and making no decision, which as we know is like being a little “less alive” by definition.
2. Getting *aggressive*, which is a destructive decision to use anger in a win/lose way, hurting others in order to “dump” our anger into their boundary, and get our needs met at their expense.

Or

3. Getting *assertive*, which is a constructive decision to use anger in a win/win way, going out and taking care of our needs for ourselves.

Do you see how we need to use all of our internal resources to transform this emotion of anger? It is similar to how all the working parts of a computer use its cooling system and electricity. The energy pervades the system just as in a computer, or just as oil pervades the whole working systems of a car engine—it bathes the pistons, the chambers, the axles, the fans—everything is bathed in oil to run smoothly. That is what well-being does for your psychology.

Well, what if we were to learn and understand every option there is for anger. Then you would know both what it is you do right with anger, and what you do wrong, to correct that. The first mistake we do with anger is to allow it to get us *depressed*.

DEPRESSION

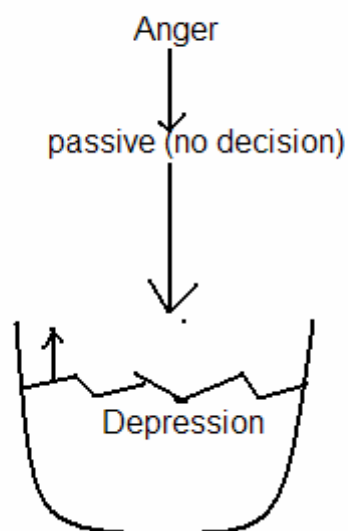
OPTIONS FOR ANGER



Lets look at our first option for anger to be employed—being passive, like the Rat in our initial fable. When we are passive with anger, it has a natural tendency to just “store up” in us, as if in a great big pot of limited size.

Early psychologists described depression as “anger turned inward.” Well there is some truth to that assertion. When we save up our anger, as if in a grudge—or in giving the “silent treatment” to others, or in being “passive-aggressive”—we are filling up with anger, while denying it is even there. Since we learned in the 1st Law of Thermodynamics that “energy can neither be created, nor destroyed”—just transformed—then those hurts and unmet needs we endure have to go somewhere. They just fill up that tank inside that, eventually, we might as well re-label “depression.”

A Depression Tank: Stored up Anger
*all Depression is simply ANGER



If our “depression tank” fills to the brim, busting at the seams with anger, it will surely someday explode. And in the meantime, it influences our thinking in all kinds of pessimistic ways. Some studies show it even influences our physical health and suppresses immune function, encouraging cancer.

OPTIONS FOR ANGER



Many will tell you that their depression feels like being “less alive.” This is in part because depression is a passive option for anger. This passiveness is like the Rat in our story. He lacks intuition about how to read environments to make things go more his way. He has an overabundance of conscience on the decision spectrum, and tends to masochistically “take on the weight of the world,” not realizing he is quite angry about this self-imposed prison of depression.

When we just let our anger sit inside, it turns on us, making us depressed. Since “decisions are the definition of life,” the first step in curing nonbiological depression is to start making decisions, and to actually start getting *angry*. Turn that “down” arrow into an “up” arrow.

At a young age, many of us were taught by our parents or cultures that anger is a “bad word.” To get “angry” was a no-no. This is a big problem. We need anger—it is a useful signal telling us we need to *do* something.

Consequently, the first step to getting out of a personal or corporate depression is to get angry and use your Observing Ego to recognize that you are angry. The next thing

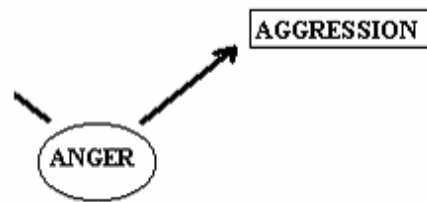
to do is to use your left-brain's education to sift the details of why you or your company is depressed. What if I started out just "sad"? Well, then I am stuck. I need details: What am I sad about? Oh, the job, I say. I am "sad about my job"

Well, what are the details I am sad about? Okay, "my boss is mean, the pay is low and the hours are long." Notice how these details of my anger are actually needs that are not met. The more detail I provide, the more angry I can get about them instead of just being vaguely "sad." I may be getting ready to decide something about this, and even to take action.

As we just observed, many people think anger is a bad word. Now why would they think that? It could be that many people who think that are assuming that all anger put to action must be *aggression*, or violence. This is a mistaken assumption.

AGGRESSION

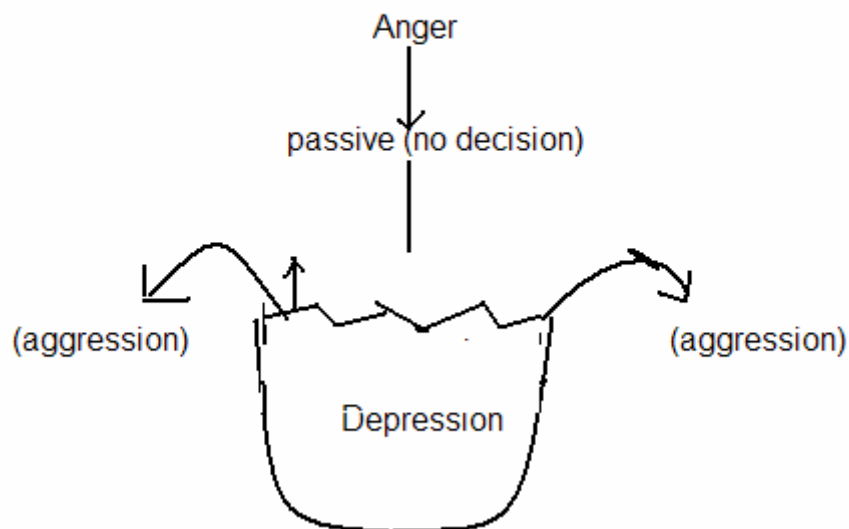
OPTIONS FOR ANGER



The second option for anger is to actually decide to use it. Unfortunately many people think that this is the only way to decide to use anger: *agression*, which is a destructive, win/lose way of using it.

So many people just “don’t get angry” and leave themselves only the option of depression. This is a common feature in adult children of alcoholics, whose parent suppressed emotion of any kind, especially *aggressive* emotion.

A Depression Tank: Stored up Anger *all Depression is simply ANGER



Indeed, *aggression* is a destructive, win/lose action that dumps anger into someone else's boundary. That's exactly what the alcoholic person does. It makes sense to understand the famed Serenity Prayer as a wonderful explanation of a personal boundary:

“God grant me the serenity to accept the things I cannot change [outside my boundary], the courage to change the things I can [inside the boundary], and the wisdom to know the difference [which is the boundary itself].” Make sense?

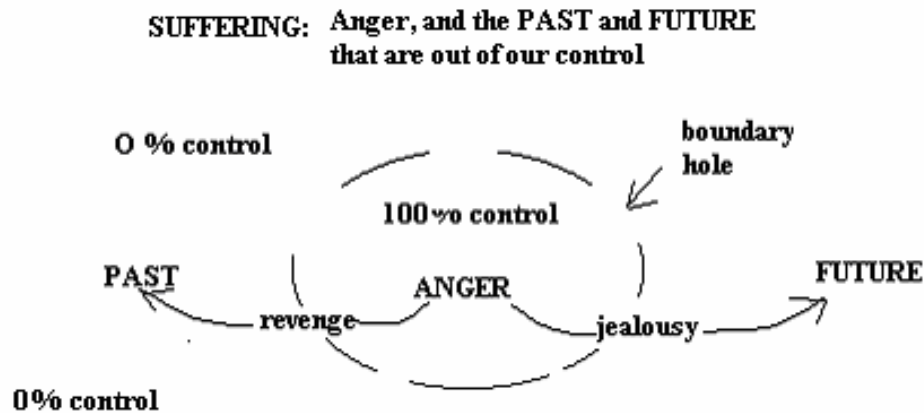
As such, aggression is immature and childish because it doesn't respect other people's boundary. It sees the world as a place of scarcity, in which to “win,” someone else must “lose.” This is also suffering, because we can never “make” somebody lose a battle.

Alcoholics (and all people being destructive) see the world as a win/lose place of scarcity. Everything in life is a competition for them. Competition demands aggression as our mode of anger, because competition demands a winner and a loser.

We have all these equations now to use: Pathological Narcissism = win/lose behavior = a wish to control what is outside our boundary = suffering = the mode of use for anger that is called aggression. So aggression is a form of suffering because it seeks to control the uncontrollable, to make someone else lose so you can win—to make someone hurt, so that you don't have to feel angry or depressed anymore. Be aware that this mode is childish.

That means by the methods of logic, all aggression is childish. So crime is psychologically a childish act, as is an insult, terrorism or defaming someone.

Aggression is a form of SUFFERING, using Anger



All *suffering* takes our energy, whether positive or negative, and spews it out into the environment without thought, planning, or purpose, wasting it on the “uncontrollable”. Since the past and the future are not in our control, then when we burn anger on the past or future, it is suffering.

Spending anger on the past is called *revenge*—wishing to cause someone to lose self-esteem, so that we can win self-esteem through hurting them. Spending anger on the future is called *jealousy*, suspecting that we will lose because someone else has won something in life. Both are childish, and forms of suffering and both revenge and jealousy are forms of aggression.

I want you to remember something fascinating now. Remember how our decision-making is run by a spectrum of conscience and intuition? And now you know that aggression is a destructive decision for the use of anger? Well that means that all of our aggression is caused by a lack of either a lack of conscience or an overabundance of intuition!

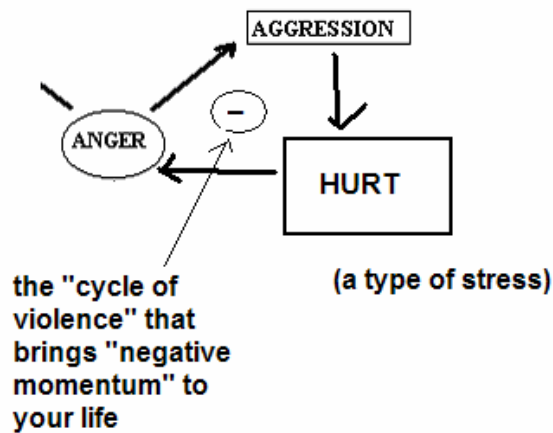
Think about this. The Rat in our fable had “too much conscience” and “not enough intuition”—he just sat there passively at the starting gate. He lacked knowledge about the environment and that held him back from even trying to race. Well the Hare in the story happens to have “too much intuition” compared to conscience, and so he impulsively dived into silly situations unprepared.

Aggression is what hares do. Aggression is caused by a lack of conscience, and so much intuition about how the world works that we get overconfident that we (and winning) are all that matter. We neglect the rights (and therefore the boundary) of others.

So part of the cure for violence and aggression like Hares do is to cultivate more conscience to match our great intuitive ability, like the Tortoise. We need to learn to feel guilt, not shame at the effect that our actions have on others. When we get the slapdown of *hurt* back from society for our aggression, we start to fill our tank up with more conscience.

AGGRESSION and the “cycle of violence”

OPTIONS FOR ANGER



Using the example of a job I don't like, I might gossip, criticize the boss, tell everyone "how much I hate this job" and the like. I am expressing emotional aggression. Some might even express physical aggression if they saved up their anger in that depression pot down below, until it filled up to the brim and exploded!

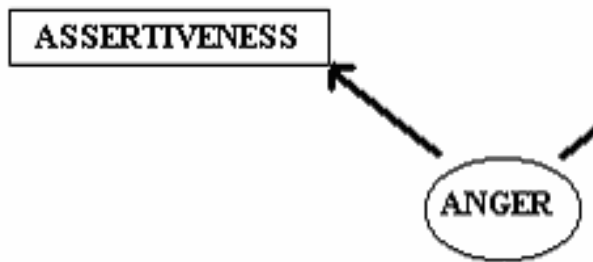
When people express aggression with their anger, the anger explodes out in the "quick-fix" way. Well, just as we learned the differences between maturity and childishness, we learn that "immediate gratification" is a characteristic of childishness. Aggression has that feature—it is a quick way out of the discomfort of anger, by just "dumping" it into others. At least for a moment, aggression feels good to do—that's why it is so tempting, an instant feel-good.

However, as the Nash Equilibrium taught us, a "mathematical proof of karma," society doesn't tolerate aggression and so it hurts us back to curtail it.

We can then get into a “cycle of violence” just as the Israelis and Palestinians, or Freedom Fighters vs. Terrorists. (Aggression can become a destructive habit.) The only possible scientific outcome of aggression is the new generation of more hurt and more anger.

**ASSERTIVENESS: the “third option” for Anger,
and the only cure for Depression and Violence**

OPTIONS FOR ANGER



The only way out of the discomfort of anger, depression, or violent aggression is called *assertiveness*. It is the constructive use of anger, a constructive decision that sees the world as a place of abundance and uses win/win methods.

With *assertiveness*, you learn to go out independently, patiently, maturely and get your own needs met without hurting others, using others or doing more hurt to anyone.

Assertiveness is the only mature method of using anger. It takes adult traits of patience, discipline, respect for the boundary of others, and sees the world as a place of abundance.

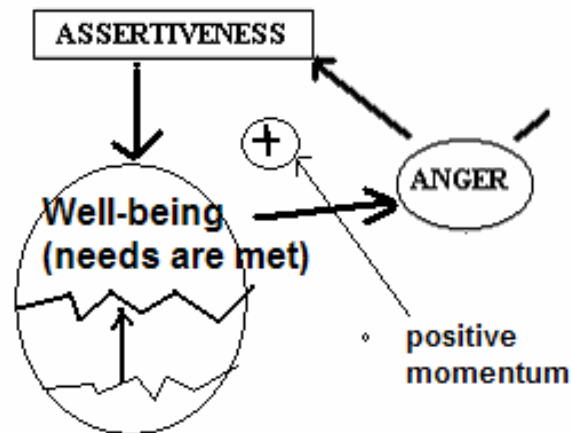
Now, many people mistake assertiveness for vanity or arrogance. It is not. It is a healthy win/win way to use anger due to your needs not being met—to use your anger in a constructive way. The metaphor at the beginning of an airline flight are as useful to explain the positives of assertiveness as they are for explaining the negatives of codependence.

They say that if cabin pressure drops in the plane, there will be an oxygen mask that drops down. And they say to put it on your face, even before helping your own children. Why? Because what good are you if you go unconscious? You'd all die of asphyxiation—you and your whole family!

Putting the mask on your own face first is a constructive, mature, adult, win/win, assertive thing to do. You have a need—oxygen! You have the option of being a victim-minded, depressive person who offers to give up your mask to others, forfeiting your life to save theirs. What foolhardiness! No. Don't do that. You also have the option of aggressively stealing a child's mask to supplement your own! Now you are assured of breathing well even while that child suffocates—and your action is selfish, win/lose and childish in itself. It is aggression! No. The mature thing to do is assertiveness—save yourself first, then save others.

ASSERTIVENESS that generates Positive momentum and WINS you Well-being

OPTIONS FOR ANGER



List of Needs:

- 1.e.g. nice boss**
- 2.e.g. high pay**
- 3. e.g. low hours**

Assertiveness, then, has patience to it, in which you act armed with complete left-brained detail about exactly what you need. These needs are based on your unique identity, which we learned comes through work on your boundary. You slowly, patiently use your anger to go get those things you need, without hurting others. Your left-brain, you may remember, helps you keep your target sight on goals. So the most efficient and, therefore, powerful use of anger is to use it as a fuel for getting to your goals—and your goals for anger should be the fulfillment of your needs! Ta-da! You are using all your inner resources on this Anger Map!

In our other example of the job I don't like, I quit the old job with a mean boss, low pay, and high hours, to take a new job that has nice boss, high pay and low hours, after slowly researching jobs and/or training for one. Doing so doesn't hurt the old employer—they will simply get a foolish replacement

Expressing assertiveness creates positive momentum for my life, where I fill up on more and more well-being. In other words, I make a constructive *habit* out of assertiveness—a cycle of upward personal or business growth.

We bring all of ourselves to the table when we use the Anger Map—our boundary causes us to more easily express depression or aggression if it has *holes*, and to express assertiveness if it has *doors*—the only way to enact assertiveness. What if a guy on that airplane tried to take your mask as you were helping your children get theirs on? You'd slam your door shut on him—or literally slam him—but if he instead put his own on and helped your children get theirs on, you might then assist him with his family, too—you'd open the boundary door up to him again.

We can adapt our decisions based on the Anger Map. If conscience weighs more than intuition in us, we act like a Rat and get passively depressed. But if intuition weighs much more than our conscience's ethics, we tend to be aggressive. An equal balance helps us be more assertive

We certainly use our emotional energy knowledge the most in the Anger Map. However, on the upper left cycle of the map, we get to use our intellect. We use our left-brain's education to target a goal that is essentially our needs, and our right-brained experience to get around obstacles to our needs, with assertiveness. Imagine flying a

plane downward from the word “assertiveness” to the tank of well-being. You need your intellect to navigate. Your anger is one of the two fuels that your “plane” uses.

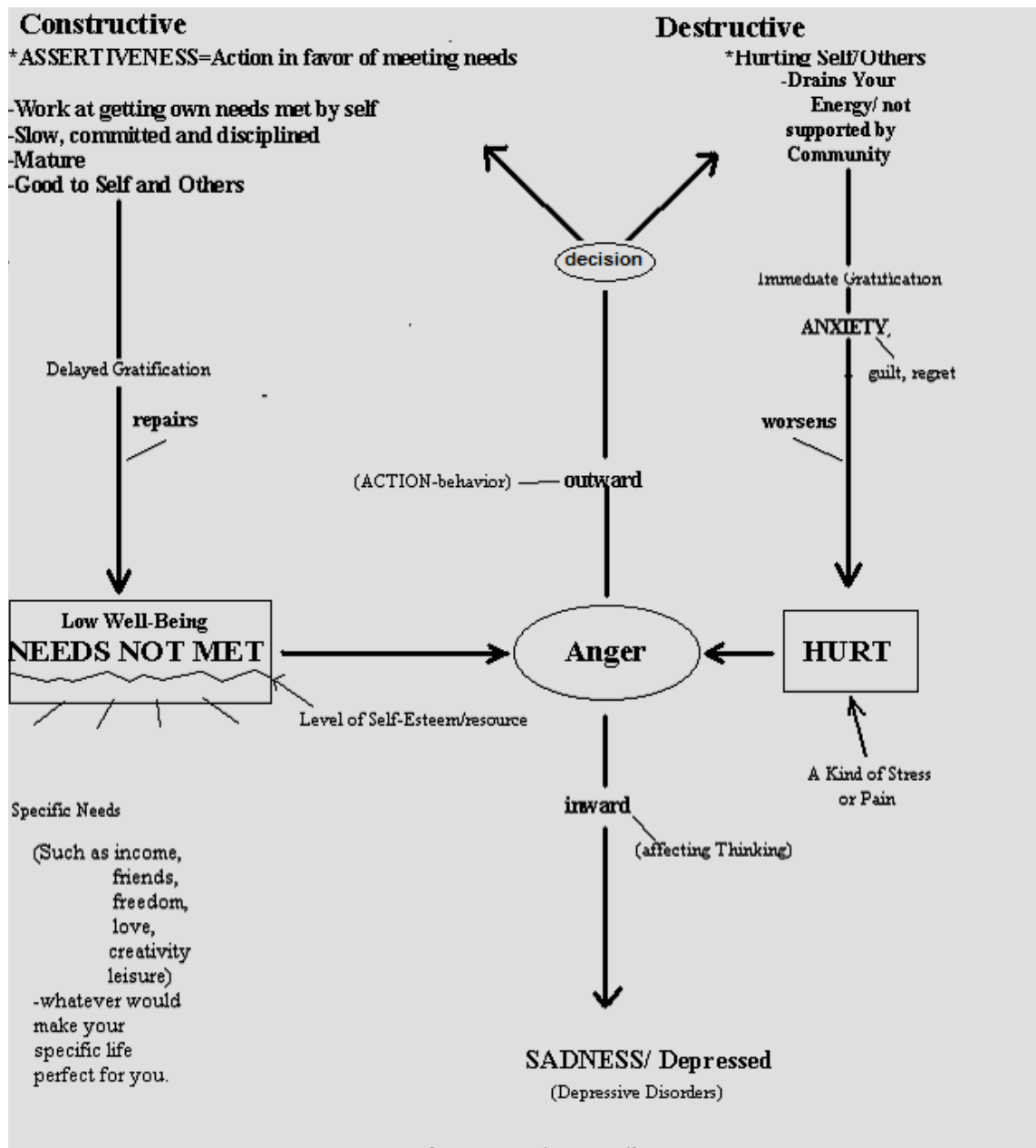
The Anger Map uses all that we’ve learned

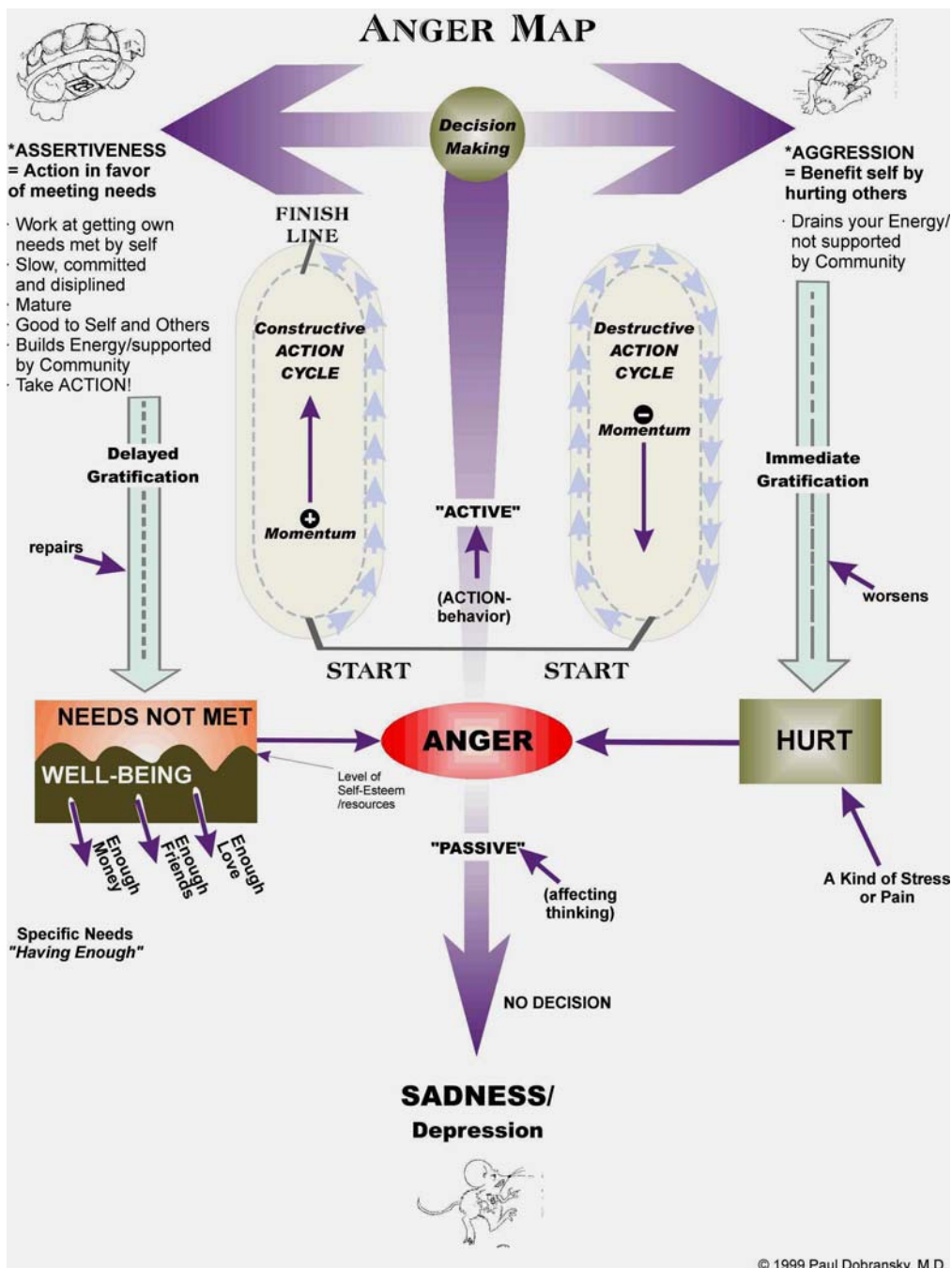
Here is another example of assertiveness that uses good personal boundary, conscience, intuition, education, experience, and our new knowledge about anger and well-being (all we’ve learned):

This is similar to what some people do, erroneously thinking they are doing the right thing. What if I asked you if you want a million dollars and you said, “Yes, sure.” Then I give you a check from my account, but I say, “Well, the only thing is it’s going to bounce.” Is that noble, valiant and charitable of me? No!! It’s silly, wasteful, and disrespectful of you and me. If you have nothing to back up your offers to others, you are not being charitable, valiant or noble.

The mature, assertive thing to do is to make your own money first, then help others. You’ll help that many more, after nurturing yourself first with well-being. This is not selfish; it is mature and sensible, with a good boundary. To “give your mask away” is none other than codependent, and giving in to someone else’s narcissism. You use your “airplane” of intellect to target your financial goal with the left-brain, while having flexibility and creatively getting around obstacles with the right-brain.

The Complete Anger Map



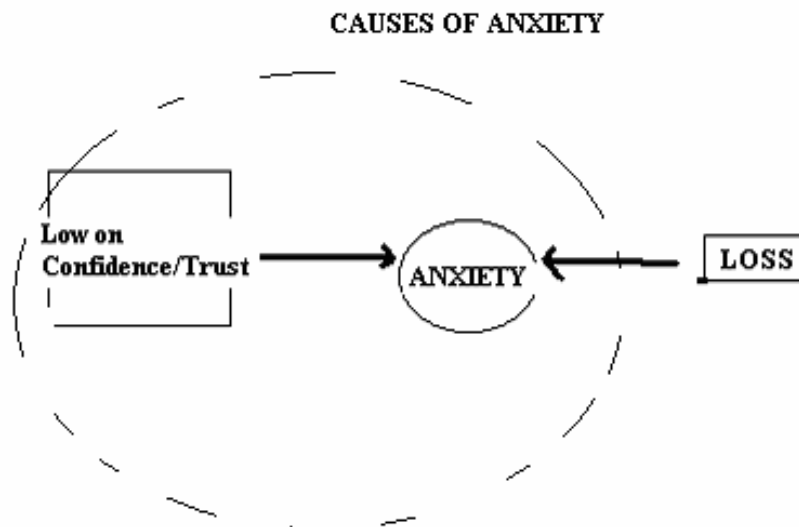


CHAPTER TEN: ANXIETY, MASOCHISM, AND ADDICTION

Now we know everything there is to know about one end of the negative emotional spectrum—anger. Time to learn about the other end—*anxiety*.

Once we do this, we can master each and every uncomfortable emotion there is, in between the two ends! Just as your mind works like a computer, anxiety is like your computer being too hot and needing a coolant fan. Well-being can “neutralize” some of your anxiety, but we want even better—anxiety can actually be converted into confidence, the electricity that your computer actually runs on. Instead of just neutralizing anxiety, we can actually transform it into a positive energy!

ANXIETY has only TWO possible causes



The only two sources of anxiety in the world are *loss*—a stress coming from outside your boundary—and being *low on confidence* inside your boundary.

So your personal boundary is not only your first defense against *hurt*, it is also your first line defense against *loss*. However, if you are “thin-skinned,” with holes in your boundary, loss gets into you. It belongs to you now and has changed form into anxiety.

Confidence actually strengthens our boundary against the specific attacker called loss in the first place though. And so *confidence* is our ultimate objective when it comes to anxiety.

The thing people often pay less attention to is that the far more common cause is inside us—the fears we have (lack of confidence). You see, anxiety is just an energy with no particular intellectual meaning—it is a free-floating and helpful signal, like an oil gauge telling you something is wrong—you are low on oil and that you need to correct it. But *fear* is an anxiety about a particular event or area of life—it has intellectual specificity.

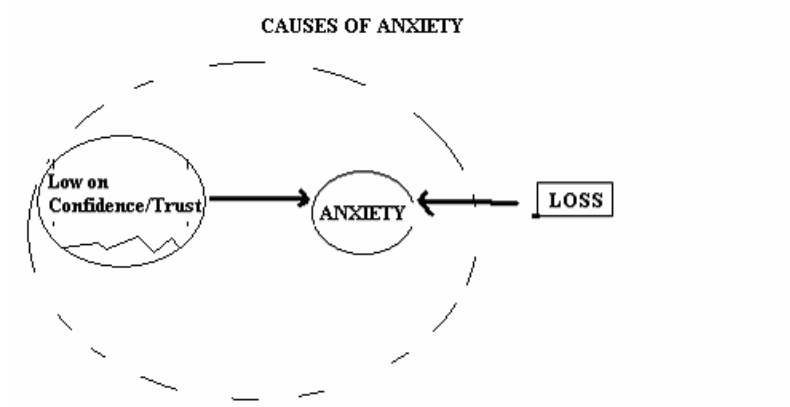
There is something deeper, though, about a fear we have. Underneath the anxiety in fear, there is actually a lack of that emotional energy called confidence—about an event or area of life. We need to fill up our boundary tank on confidence about those specific fears we have, in order to heal from the anxiety.

This fact once again explains why we needed to understand all of the other working parts of our psychology before learning about energy. If you didn’t know all about your own boundary and its holes, then how in the world could you have had enough of a defined *identity* to know exactly what your fears are? If you don’t know

your strengths from your weaknesses, then how can you fix those weaknesses? And without decision-making power, how could you know why it is constructive to fix them? And without your intellectual skill, how could you know how or when to fix them?

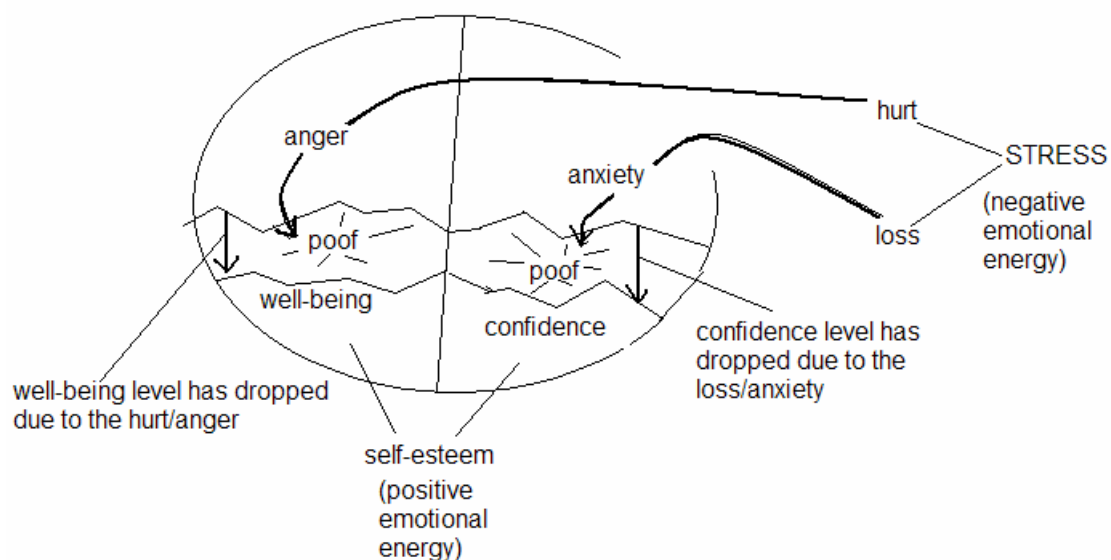
Our four psychological resources give us the what, when, why, and how of life!

ANXIETY has only TWO possible causes

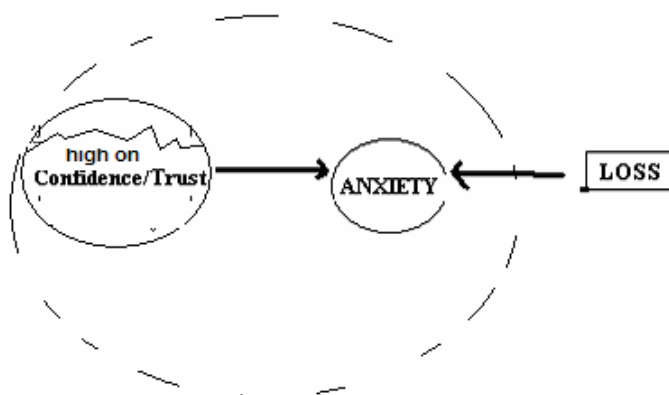


If you are low on confidence so that a loss does manage to bust through your boundary in an amount bigger than your confidence, then you will experience anxiety. Anxiety is like the vacuum created when confidence is taken away from you. Loss and confidence are like antimatter and matter—when they collide, there is a burst of anxiety, and the matter and antimatter evaporate. Whichever weighs more, wins.

Relationship of Stress and Self-esteem



CAUSES OF ANXIETY



However, if your level of confidence is greater than the amount of the loss trying to bust in, then you simply absorb the loss and have a bit less confidence than you did before.

In fact, if your confidence is great enough in the first place, it strengthens the boundary so that the loss doesn't even get in at all—it bounces off to bother someone else!

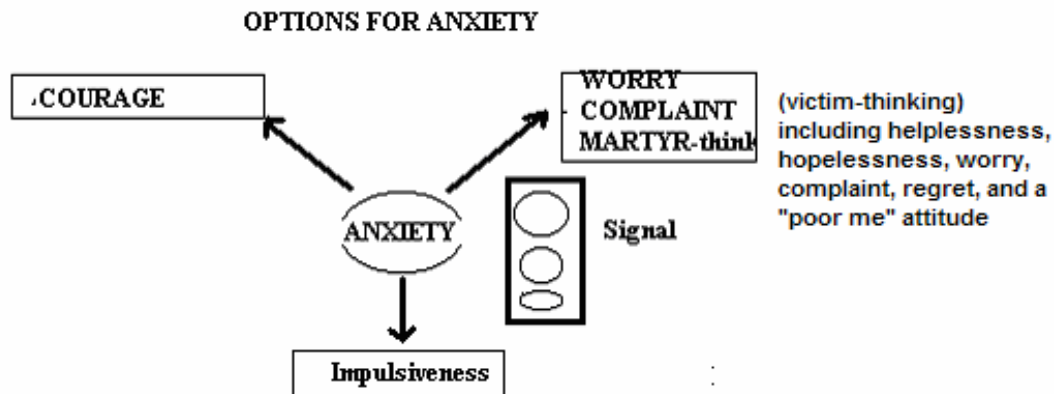
Let's say that I have a loss coming in—a large bill in the mail (loss of money), and I am not very confident about how money works. I can't even balance a checkbook. What will I feel? Anxious!

But what if I have a great deal of confidence about how money works—maybe I am trained as a tax attorney—and a large bill comes in. Even if I don't have any money at the time, I will not be anxious because I know I can generate more whenever I want! Did you know that at one point, Donald Trump's net worth was negative 2 billion dollars? Did he care? Did he fret? Well, not much.

The bottom line (no pun intended) is that loss and confidence are like matter and antimatter. They cancel each other out in a puff of smoke, and whichever one is bigger wins and still remains.

Remember, too, that a business is legally a “person,” and so what you are about to learn regarding anxiety, impulsiveness and masochism applies equally well to your company as it does to you as an individual. Companies have self-esteem and stress, get impulsive like the irrational exuberance of the dot-com 90s, and suffer losses economically. Companies also get masochistic toward others or to their own employees or stock-holders, begging for labor and investor concessions. So even whole groups of people—like a corporation—are capable of generating the kind of self-esteem called confidence. This on the whole, is termed as a national measure called “consumer confidence.” This is not some fancy ivory-tower term; it is real energy.

The ONLY THREE Options for Anxiety



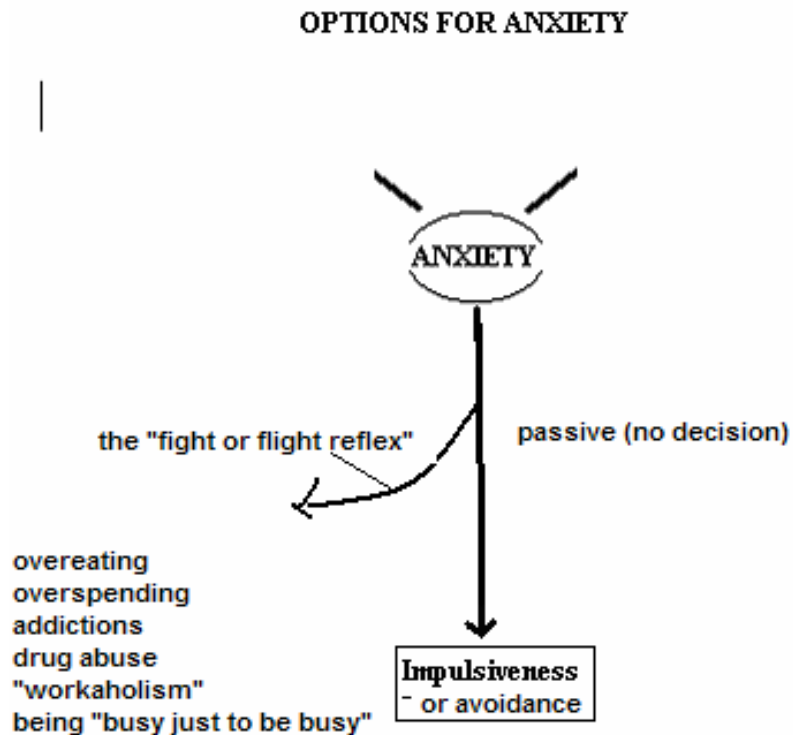
Anxiety is not good or bad. Just like anger, it is a signal. It tells you something is wrong and needs to be done. If you recall, anger signals you that you have *unmet needs*. Well anxiety signals you that you have *fears, challenges, changes or risks* to face and rise to.

Let's say that either a loss has managed to break into our boundary, or else that we are low on confidence about some particular part of our lives.

When we are anxious, we can:

1. Be *impulsive* or *avoidant*, which is the passive way to let anxiety run your body—impulsivity means “action without thinking first,” like the Hare from our fable.
2. Be a *victim*, and think like a “masochist,” a destructive decision (win/lose) of how to think with your anxiety—carrying with it helplessness, hopelessness, worry, complaint, regret and all the anxiety symptoms of depression. (This is the psychological link between depression and anxiety, and the style of the Rat from our fable.)
3. Finally, the only way out of problems of anxiety, impulsiveness, avoidance, or victimhood is through *courage*, a win/win, constructive way to think with anxiety before acting, like the Tortoise.

Impulsiveness and Avoidance: The Passive Options for Anxiety

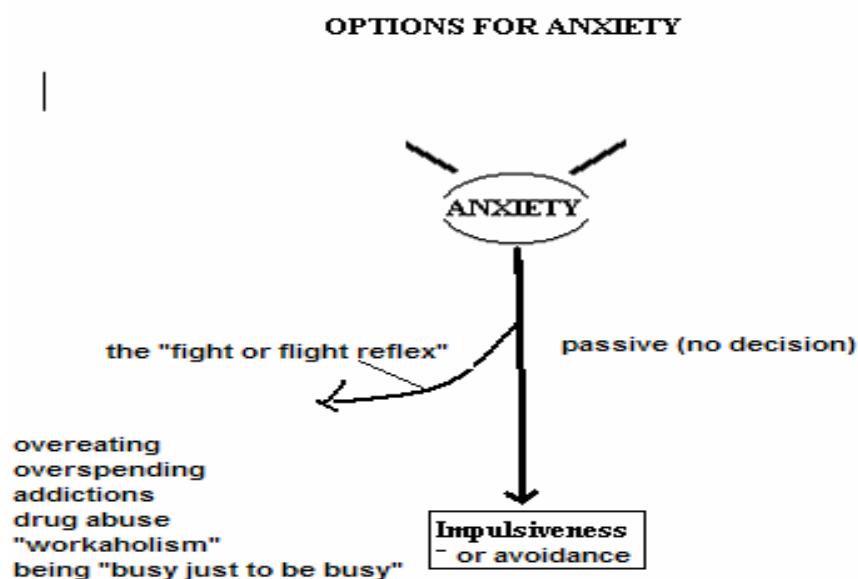


When we are passive with our anxiety and don't like to make decisions, it likes to go on "autopilot" and is run by the "fight-or-flight" reflex. This reflex makes us either impulsive or avoidant of things we need to face. When there is an anxiety or fear to be faced, our gut tendency is to either want to run from it to avoid it, or else to attack it impulsively without thinking first.

Since the Hare in our fable is action-prone, and doesn't think much, this is his prime method for anxiety. The Rat actually did the opposite with his anxiety—he thought too much, didn't take any action, and got all "victim-y" about it. The Hare gives full reign to his fight-or-flight reflex, and the Rat ignores it!

We need this “fight-or-flight” reflex though for one situation, and one situation only: survival! Yet most of the time, we are not under a real threat to our lives. So what happens when we are passive with anxiety? The reflex still drives us to be impulsive—to act without thinking—and we overeat, overspend, get addicted, and a host of other behaviors that ironically *are* a threat on our life if we do them enough!

The Effect of Impulsivity and Avoidance



The first step to getting out of these states that feel like “being less alive” due to passiveness, is to stop “acting without thinking”—the definition of *impulsiveness*.

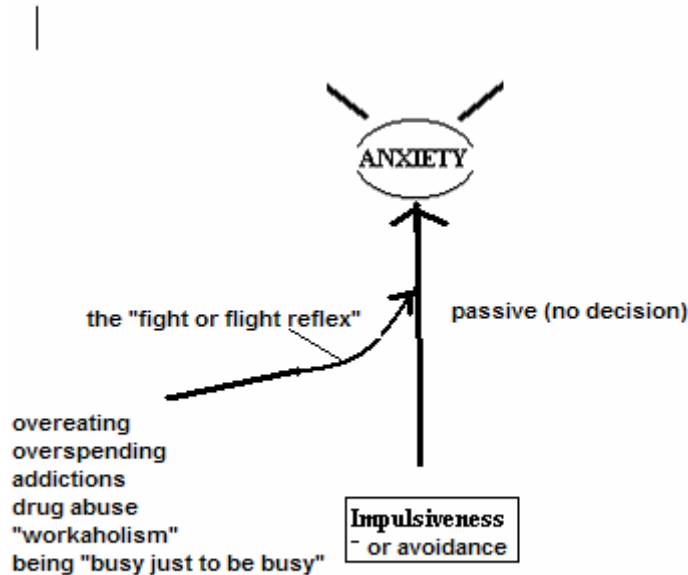
If the “fight-or-flight” reflex (impulsiveness and avoidance) is designed for our survival, but most of the time we are not under a direct threat to our lives, then what do you think happens when we are lazy with our minds? When we don’t use our Observing Ego to think before we act? That’s right—our anxiety gets channeled into all kinds of impulsive behaviors that don’t necessarily benefit our lives. Because we are on

“autopilot,” whatever is in front of our faces is where we spend our anxiety energy to try to lower it.

We overeat, overspend, overwork, get addicted to drugs, alcohol or other behaviors as unconscious ways of lowering our anxiety through spending it on these physical activities. They are all temporary fixes that lower our anxiety, but if the original sources of that anxiety are still present—loss or fear of loss, or lack of confidence about a particular aspect of life, then we see a rise of anxiety again soon after indulging our addiction.

Notice how ironic it is that the very reflex meant to save our lives—if left to have free reign over our behavior, and blinding our Observing Ego—actually leads to death, the very thing it was meant to prevent! Overeating can ruin your cardiovascular health and a host of other deadly health problems, and so can drug and alcohol abuse. As far as your company, overspending can lead to corporate death in the form of bankruptcy. There must be a more prosperous and healthier direction to aim anxiety—up!

OPTIONS FOR ANXIETY



Stop doing these! And LET yourself
get ANXIOUS!

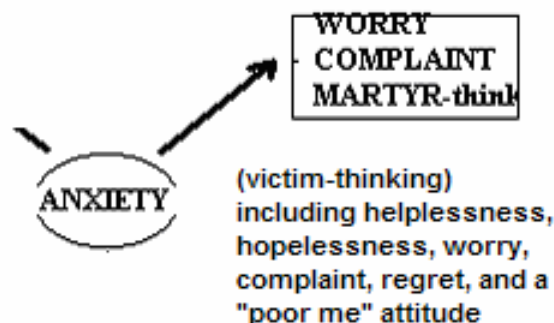
We must allow ourselves to feel the anxiety and then *think* about it. Feelings can't hurt us or cause us more loss, only real threats can.

What if I was afraid of public speaking, lacked confidence in it, and feared a loss of respect from my audience because I am not so good at it? I might be tempted to run away from speaking engagements, avoiding them, or impulsively yelling at those who suggest I do them (this is where anger and impulsiveness connect).

If I *stop to think before acting*, I can get in touch with this valuable signal called anxiety—turn the arrow "up." Notice how the Anger Map and Anxiety Map have some opposite properties—anger turned inward causes depression, but anxiety turned inward instead of into immediate action leads to personal growth!

“Victim-thinking”, or Masochism: the Second Option for Anxiety

OPTIONS FOR ANXIETY



Turning the arrow “up” leads out of addiction when we *decide* to stop and “think before we act.” Just as with anger, we can once again choose to be destructive or constructive. Only this time, instead of destructive or constructive actions, we may use anxiety in destructive or constructive thinking before action. (Anger is slow to move, like “potential energy,” and anxiety is quick to move, like “kinetic energy.”)

When we think destructively with anxiety, Mind OS calls that “victim-thinking,” “martyr-thinking”, or *masochism*. It is where you take on a “poor me” attitude, erroneously believing that you are truly hopeless, or helpless. You worry about the future and complain without offering solutions. You regret the past, and essentially are wishing you controlled the uncontrollable, “dumping” your anxiety into someone else’s boundary.

Doing all this may seem harmless, but it is not. You are dumping your anxiety into someone else to let them worry about for you. It is childish, win/lose behavior, where you win relief but someone else loses their sense of peace, by absorbing your negative energy.

Is an adult person who walks and talks and can do adult things ever truly hopeless or helpless? No! Never. Sure, a child can't just go out and get a job, or buy a home to fix their problems, but adults can. To think otherwise is an illusion. When we get masochistic, victim-like beliefs about the world, it forces others to participate in the mechanics of our illusion. This is where anxiety connects to depression.

You see, the action style of people who are depressed is to get passive and do nothing. But their thinking style is actually one of *masochism* when it comes to anxiety. This is the essence of the total Rat from our fable—action style with anger is to be passively depressed, and thinking style with anxiety is to be masochistic.

The Reverse is true of the Hare from the fable. He gets destructively *aggressive* with his anger, but passively *impulsive* with his anxiety. The Rat is an over-thinker, and the Hare is an over-doer. So the down-arrows of passivity and right-side-up arrows of destructiveness on the two maps are actually reverse mirror-images of each other.

Notice how at this point, the Anger Map and Anxiety Map have a further complementary and inverse relationship at the same time. If you “turn anger outward,” you start to get healthier and less depressed, but if you leave anxiety directed outward, you get more and more anxious. Anger needs to be used outwardly in action, and anxiety needs to be processed and faced inwardly before action. This all makes sense when you remember that anger and anxiety are on opposite ends of the negative emotional spectrum.

When someone is depressed and inactive—like the Rat in our fable—he “thinks too much” and takes no action. Do you know anyone like that? I do since it used to be me! The Rat stores his anger inside and doesn't act on it—getting depressed. But with

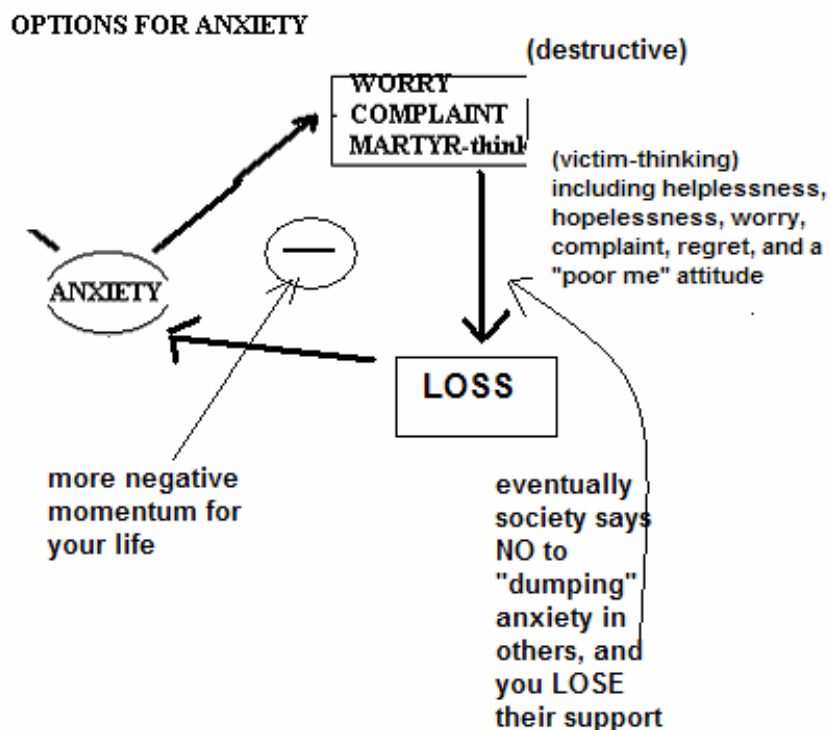
anxiety, he does manage to keep it inside, think about it, still not acting on it—only he does his thinking in a *destructive* way—a masochistic way like all the thinking styles we just listed.

So the Rat in our tale operates in this upper, right-hand loop of the Anxiety Map even though he also operates in the “down-arrow” of the Anger Map. The Hare in our story operates in the “down-arrow” of the Anxiety Map, and also in the upper-right-hand loop of the Anger Map—in the impulsive action called *aggression*. The Rat character is then the link between the Anger and Anxiety Maps as far as depressive, masochistic inaction, and the Hare character is the link between the Anger and Anxiety Maps as far as aggressive, impulsive action.

The upper right loop of the Anger Map contains the same behaviors as the lower, down-arrow of the Anxiety Map, and the lower, down-arrow of the Anger Map contains the same behaviors as the upper right loop of the Anxiety Map. The Anger Map and Anxiety Map are linked at these two spots.

Let’s now look further at how the Rat does his thinking—“masochistically.”

The Illusion of a “mountain out of a mole-hill”

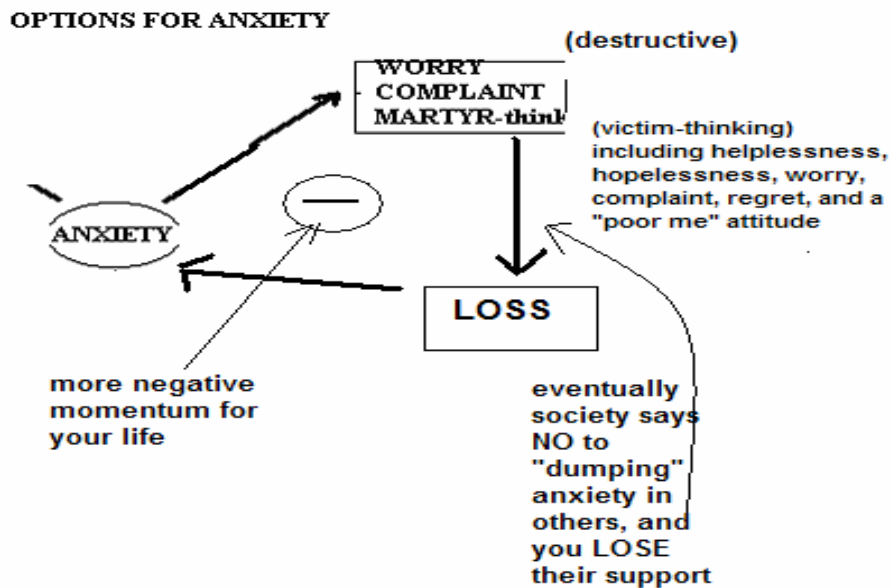


When we decide to take the destructive, immature “quick-fix” of immediate gratification, we find that others can sometimes be convenient “dumping grounds” for our complaints and worries. This happens especially if they have holes in their boundary where we can “push their buttons,” or shame and manipulate them into accepting our anxiety for us. We then we “win” and they “lose.”

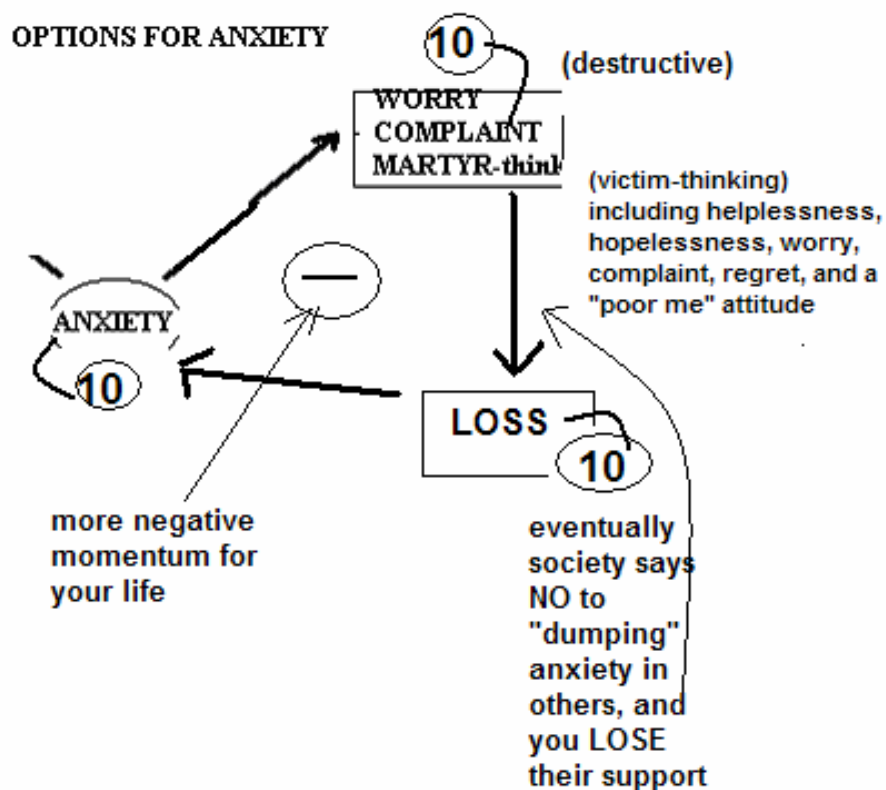
Note that all the traits that go with playing the victim are also characteristics of nonbiological depression, and they are an illusion. We complain to the boss, we whine and moan about how helpless we are, we allow ourselves to believe there is no hope, and finally find ourselves winding into masochistic depressive thinking.

When we have this attitude long enough, people will get sick of it and turn on us, abandoning us and leaving us with even more loss than before. Complainers, whiners, moaners and masochists attract the attention of soft-hearted friends in the short run, but tire them out and lose those friends in the long run. So a *negative feedback loop* occurs where we get negative momentum for our personal growth. We started to make a “mountain out of a molehill” that drives friends and solutions away...

An example of a “mole-hill”



Let’s use the example of a loss—something simple like you lose your wallet or purse. That loss of your credit cards, keys and license causes you a twinge of anxiety. Maybe you decide to worry about it a bit. After all, they won’t be easy to replace, and what if you run out of money and find yourself stranded? Maybe you’ll worry or complain about this 10 times over, with no Observing Ego to settle or guide you.



But now that you've worried 10x, and acted the victim 10x, you have given your brain 10x the experience of loss for one wallet or purse. Follow the loop clockwise.

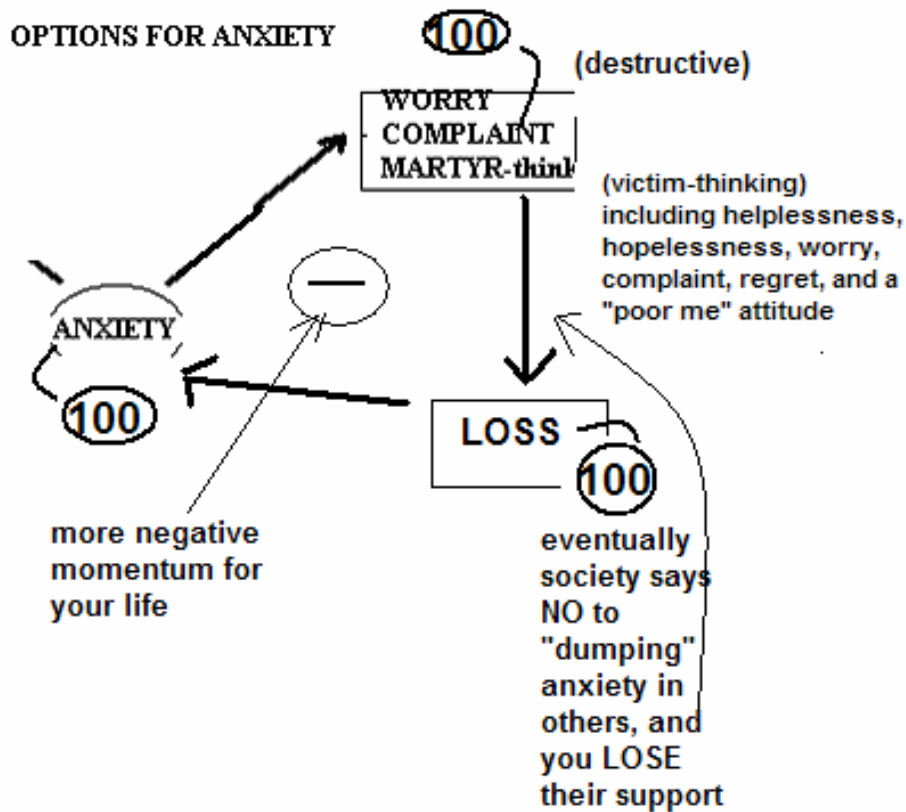
Your newly imagined loss has generated 10x the anxiety in you, which you could put back into the destructive victim cycle another 10x if you like. You get into "making a mountain out of a molehill," or an *obsession*. This can be especially true if your intellect is very heavy on the *left-brained*, education side. You have a tendency to overfocus on things, especially the dangers of life—which is useful if you are a surgeon, lawyer or airline pilot, but not so great if you want to master the anxiety and addiction in your life.

Sometimes people actually need a medicine like Prozac to get out of an obsession in their left-brain, just as others may need a medicine like Ritalin to get out of inattentiveness in their right-brain.

In fact, you might say that the Rat in our fable is much more intellectually left-brained than the Hare, and the Hare is far more intellectually right-brained than the Rat. This intellectual imbalance in the animals causes their differing emotional problems with anger and anxiety. The Rat is *obsessive* and the Hare is *inattentive, lazy or confused*. Both of these intellectual problems are allowed to stay imbalanced by a lack of Observing Ego.

So here is the Rat in you, obsessing over some lost wallet or purse, not using Observing Ego to stop and analyze the situation, and so there he goes being destructive in his thoughts in a masochistic way. Things get worse, because the Rat in you wants to take that 10 units of anxiety you've created and put it through the "victim-cycle" again!

Those of us with Rat-like tendencies don't just do this thinking style over a lost item—we often do it with everything that happens. We forget to use Observing Ego by working three jobs, always letting our time be used by others. Then we get into this "mountain out of molehill" thinking and get into hopeless thinking. We build up our anxiety level and assume that it really is 100 purses or wallets lost—it really seems hopeless. We get helpless in illusory ways, and suffer. In that suffering, we start wishing, whining and trying to control the uncontrollable. We regret the past we don't control, and worry about the future, which we built up to be more of a threat than it is.



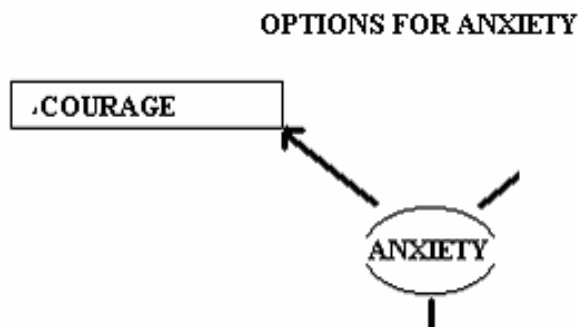
Now you have 100x the loss experience in your brain, for only one wallet, and 100x the newly invented anxiety inside you! Do you see how both the destructive decision to think like a victim, and the obsessive intellectual style lead to an illusion that manufactures more anxiety out of thin air?

This would almost seem like a violation of the 1st Law of Thermodynamics, because energy is “being created.” But the reality is that for every time you worry or complain without offering some Observing Ego solutions, you are suffering further losses—and you are losing time. That lost time has become the “energy of loss.” From what we know of psychological currencies, currency = currency = currency. So energy = time and time = energy. They simply change form.

In our problem above, all you ever had to do is worry *once* about the wallet, look for it *once*, and if you can't find it, go buy *one* new wallet and reorder the cards and license that were in it.

Which leads us to the only way out of anxiety, impulsiveness, and masochistic thinking: *courage*.

COURAGE

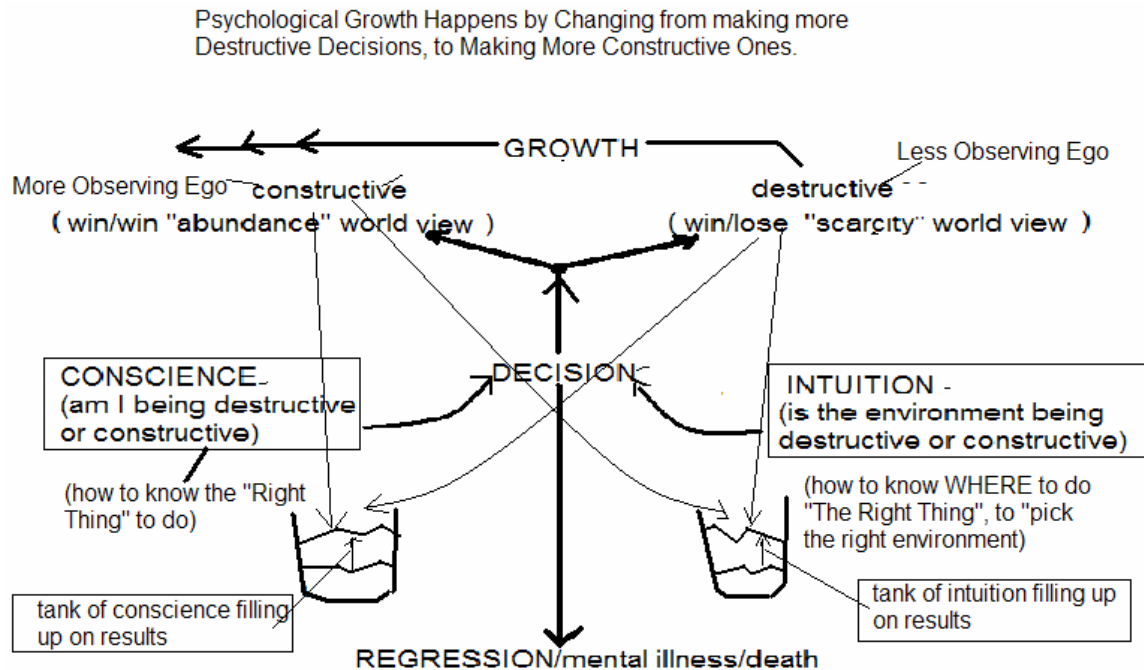


Courage is the only way out of problems with anxiety, victimization, impulsivity, addictions and lack of confidence. Interestingly, the film, *Saving Private Ryan* defines courage very succinctly: “Do the Right Thing”.

Consider that knowing “the right thing” to do comes from your two inner decision-making resources, conscience and intuition! Courage then, is not bravery, not fearlessness or any other thing we lack or acquire—it is a *decision*!

Remember the diagram about pathological narcissism? How childish, destructive, win/lose thinking and behavior are on the upper right side of our maps, and mature, constructive, win/win thinking and behavior are on the upper left side of our maps?

We all grow from destructiveness to constructiveness as we make decisions through life. All along the way, our tanks of conscience and intuition are filling up.



Well, as we move to more maturity from right to left on these diagrams, we are also going from using poor Observing Ego, to using a stronger amount of it. Masochism and victim-like behavior are more childish and lack self-awareness, but moving across to the left, we can go from masochism toward more courage in our lives, all simply because we have the choice to. Every day we can choose courage over masochism or impulsivity.

We have no excuses. Courage is a decision, and if we are alive, we are capable of decisions, by definition. Every time we make a decision, we have to be in the “present moment,” and therefore also have access to Observing Ego at those times. Courage is a constructive way of thinking before acting, done in a win/win way that sees the world as a place of abundance.

This is where the notion of *faith* comes in to intertwine with courage.

To have *faith* in something, we need to have some degree of belief that our actions in the future will work out, even if we don't have conclusive proof they will. That takes some Observing Ego, first off—a “bird's eye view” of our abilities and function. But then we have to decide to think and act according to that faith.

Imagine it—if you have poor Observing Ego ability then you don't have the “bird's eye view” on life. You only see the challenges in front of your face. So you tend to think in childlike ways—destructively. But with the “bird's eye view” of Observing Ego, you can see all the options available to you, now and in the future, and so you are a bit less distressed. You can do it, with some smart planning. You can act with courage, the “right thing” to do.

Interestingly, we are most alone in the world when we act with courage, but after the moment we do it, the whole world wants to join us. If our beliefs are composed of part emotional evidence and part intellectual evidence for the belief, then the emotional part can be used as energy to nudge us into action and the intellectual part can guide the way. The emotional energy of courage then can then be joined by *faith* and *belief* so that we don't have to feel so alone in that moment that requires courage.

Our Observing Ego is like our own self, coaching us while perched on our shoulder. We are never alone when we have that. The amazing result of courage that we are about to uncover serves to strengthen the faith and belief that we had before our moment of truth.

If you saw the film *Saving Private Ryan* or you yourself served in heroic capacity in the military, then you know what courage is and how it works. The soldiers storming Normandy Beach were afraid, nervous, jittery, peeing their pants and calling for their

mommies. But they were still among the most courageous men of the last century simply because they *decided* to do what is right, regardless of the amount of uncomfortable feelings that had at “the moment of truth.”

This concept of courage is one of the hardest character skills to build in psychiatry, because it doesn’t involve too much thinking and analyzing—one simply has to think of the “right thing” to do, then go do it. That’s courage. It’s an act that almost never can take place in a therapist’s office. It has to happen out there in the real world, where one is alone and without a psychiatrist to chat with about it.

However, the wonders of Observing Ego can step in as your personal coach. The only human skill that allows change and growth happens because you are your own psychiatrist in the moments you use this skill. And if I’ve done a good job explaining all the areas of human character clearly, the vast collection of diagrams in this book can guide your Observing Ego to be pretty sharp and scientifically on the mark of what works to improve your life.

And as any good coach or psychiatrist would subscribe to, there is a saying: “Doctor, first, do no harm.” So you need to understand something else about courage. You can use it on absolutely any fear, challenge, change or risk in life except one kind—a threat on your life

You already have that built in “fight-or-flight reflex” to protect your life, a “hard-wired” reflex that has been fine tuning itself in the human species for thousands of years. If there is a speeding car hurtling toward you, I don’t want you to stop and think, “Gee, what should I do? Let me consult my Observing Ego.” No. I’d want you to panic, letting your body go on autopilot to dive you out of the way!

Using your courage on truly death-defying activities is well, not really courage. It is foolhardy, not brave. Imagine the deadly arena of combat. Even soldiers at war are specifically trained not to die, by first going through boot camp. The rest of us have not had that training, and should not be going into combat without proper training! But for all of the other things in life that cause anxiety, courage is always available to you.

I once treated a gentleman who was very upset about September 11th, and wished that he were in NYC to help fight fires or rescue the trapped. When I asked him about this brand of suffering (the masochistic type), he admitted that he was not trained to fight fires. If he had been in NYC September 11th 2001, he would have gotten in the way, and likely caused more harm. This was only a wish to be something he is not right now—it wasn't courage. It was suffering over the uncontrollable. If he truly wanted to fight fires, he would have to do like any mature adult would—slowly, patiently go to school and train for the job, practice and master it, then go be a firefighter.

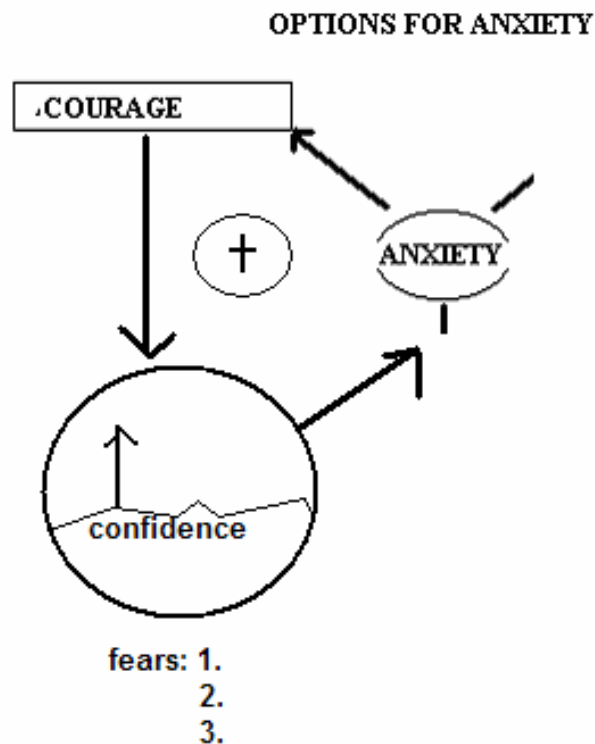
If courage is constructive, then just as any win/win behavior that sees the world as a place of abundance, it takes time, patience and discipline to develop. Courage is about the long haul, not the quick fix of wishing you were something you're not.

The bright spot of this all is that you can become something that you aren't right now. You can become a little more like your heroes every day through Observing Ego, just like the main character in a great film—but only through the slow, patient discipline that adults use.

The same is true of your career, since any company is legally, a person. Courage for the long haul of business would involve slowly training and building your capital and liquid assets until you truly have the means to take some risks with them in a calculated

way. Look to Microsoft as an example. It took decades to build that company, investing in the welfare of its own employees. Now it is a juggernaut on Wall Street. Did it take courage to invest win/win in the training and welfare of the employees? Yes, because there was risk in that. What if the employees had just felt entitled to all the good benefits and slowed down in their production? It could have meant bankruptcy. Courage wins every time.

Doing Courage leads to Confidence 100% of the time



When you act with courage, you have a 100% guarantee of reaping an equal amount of confidence in ratio with the amount of courage put in. But we all have more

or less confidence about specific fears. If you list those fears, then you know the most logical targets for your courage, things to make goals out of. List your fears, then fly your “airplane of success” toward the goal of beating those specific fears through courage! It is a sure-fire way to build confidence in exactly those areas of life you need it. And if you are a business, these are the calculated risks to invest in, that your management fears. They will pay off big time, if they are win/win goals to risk. Just like Microsoft did.

If I feared public speaking, I could choose impulsivity, and run away from speeches or I could give them as a victim and say, “Gee, I’m not too good at this but I hope you like me.” Neither of those will get me more confidence. The impulsivity would get me distracted from my goal and addicted in the process—the eventual death of me or my business. Acting the victim will lead the same direction—the audience would provide evidence that, yes, I am indeed a poor public speaker—not inspiring.

No, but if I choose courage—do the “right thing”—then I would give 100 speeches to get some skill, and I would feel more confident about it as a result. It takes courage to stand up in front of folks.

Here is another example of how you can exactly measure your fears and your confidence. I was once due to meet my brothers for a mountain biking trip in Moab, Utah. It is a wonderful desert place of beautiful, colorful canyons and streams, and perfect sunny riding. But it wasn’t on that particular night.

It was lightning all over the sky in the high plains of Utah on the 300 miles to get there from Denver. I had a terrible fear of lightning while driving on the plains, and the

closer I got, the more fearful I became. The lightning struck closer and closer to the car, it seemed.

I considered turning back, but realized that the lightning would catch up to me if I did. What was I to do? Just stop? Well, I did for a bit, and thought with my Observing Ego. I thought about how I must be lacking in confidence about driving in lightning storms.

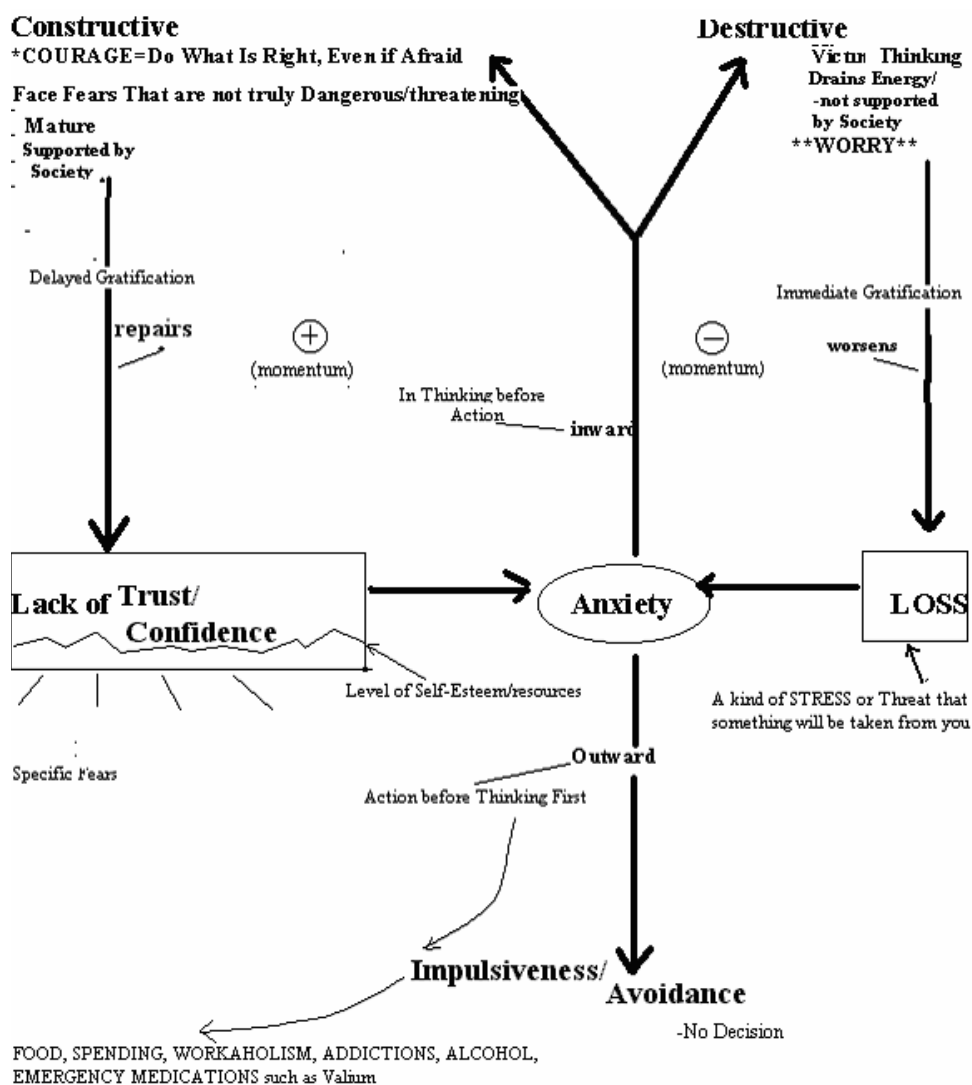
Then I thought about the business of highway maintenance. Why would they build roads where people get killed often by lightning? I have never even heard of someone being struck by lightning while driving. And there is rubber that insulates the tires. Finally, I concluded that the reality of driving in lightning must truly have minimal risk, or others wouldn't do it either. There were tons of people on the road.

So I realized it was not life-threatening to drive in Utah during a lightning storm. But I realized there was still a problem with my confidence about lightning. Intellectually it was safe, but emotionally I needed to attend to my lack of confidence. So I started giving myself "points for confidence" for each action I take to beat the fear. I needed to measure my courage and experiment to see if there truly is a confidence reward for it. I gave myself ten points for every highway exit I dared to have the courage to drive to in the storm.

Next exit, I stopped and felt for my gauge of confidence level. It was indeed a smidge higher. In fact, it was exactly ten points higher, the same amount as the courage it took and the same amount as the original fear. I did this again and again, driving to the next exit, finding new bursts of confidence each time. And I was so alone in this courageous action.

Finally, I got enough confidence, that my momentum built in this courageous growth—I started skipping multiple exits at a time, and then drove on all the way to Moab. I felt great pulling in, full of 300-some units of confidence for my courage. And it has lasted since.

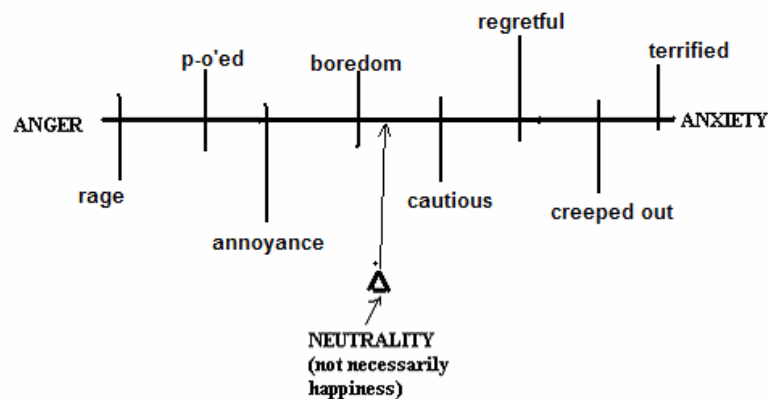
Notice that you may not think it is courageous to dare to drive in a lightning storm, but for me it was. Courage is simply “doing the right thing, no matter how you feel, and even if you are afraid.” I met that definition.



Now you can see that every kind of behavior has to do with anxiety. This is important because we all do all three methods of anxiety all the time. Impulsivity and victim-behavior get us nothing. Only courage wins confidence—it is everything.

Anxiety: Mastery of the Other End of the Spectrum

WHATEVER WORD YOU USE, EVERY UNCOMFORTABLE EMOTION YOU EVER
FEEL EXISTS SOMEWHERE ON THIS SPECTRUM



Now, using both the Anger Map and Anxiety Map, you can master every possible uncomfortable emotion or stress in life. The solution to your stress will always be some combination of *assertiveness* and *courage*. Do these, and you will fill up with self-esteem, which is composed of both *well-being* and *confidence*.

Any stress that comes into you in the form of hurt or loss, becomes anger or anxiety respectively. Lucky for you, you are alive with choices, and choosing the constructive behaviors of assertiveness and courage, you can alchemically transform stress into the two parts of self-esteem—well-being and confidence!

You have just scientifically learned the truth behind yet another old bit of common wisdom—that “what doesn’t kill us makes us stronger.” But only through constructive, win/win methods.

Consider now how anger and anxiety are both opposites, but whose maps have similar designs. They are all just energies transforming from one to another—positive to negative, negative to positive, or opposite to opposite and canceling out in neutrality.

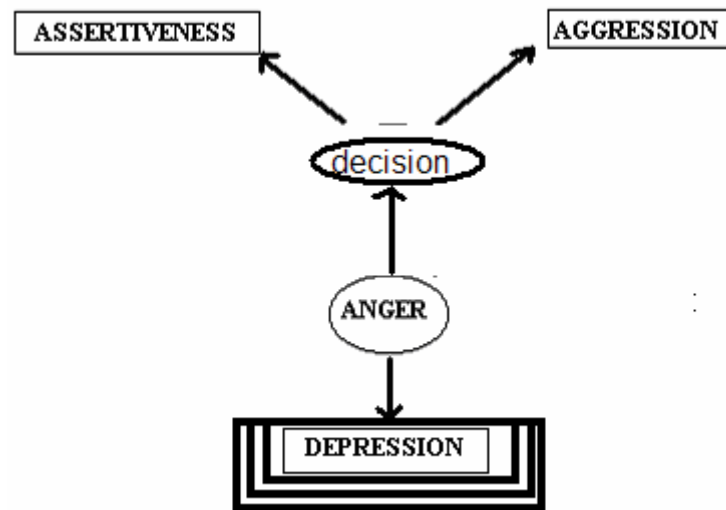
If you examine the Anger Map and Anxiety Map more closely, you'll notice that the depressive use of anger simultaneously carries all the same traits as the masochistic use of anxiety. Further, you'll notice that the impulsive use of anxiety carries the same traits as the aggressive use of anger.

Why? It is rare to find a person who is filled only with anger or only with anxiety. We all have a bit of both, which is part of why I told you that fable at the beginning of this book. The Rat character encapsulates the simultaneous use of depressive anger and masochistic anxiety. The Hare character shows off his simultaneous use of aggressive anger and impulsive anxiety.

The difference between the two? The Hare is a do-er, and the Rat is a think-er!

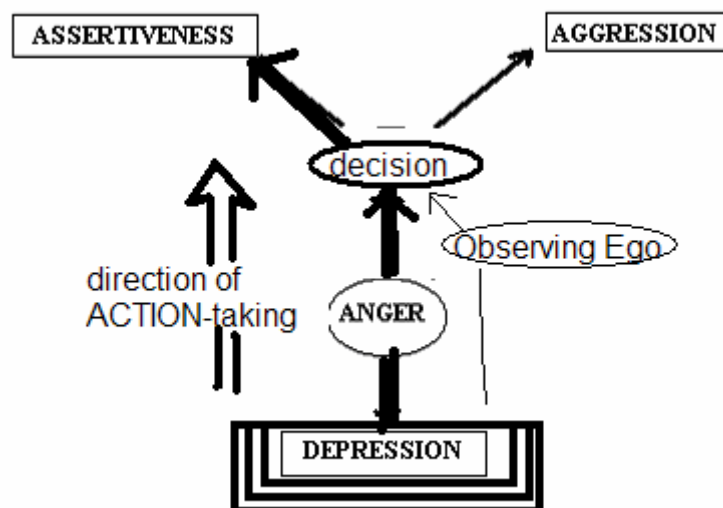
Which means that for you and me, who have all three potential animals in us, the Rat, the Hare and the Tortoise, we can use the best of the Tortoise to overcome the worst of the Hare and Rat in us.

Take the Anger Map for example:

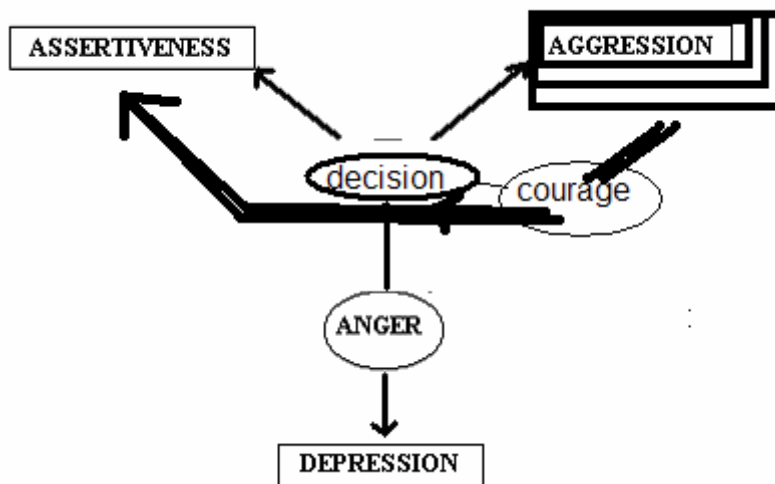


What if depression dominated your use of anger? You would find yourself acting like a Rat, simultaneously passive in action, but overactive in obsessive, masochistic thinking. So what is the cure for depression? Well, to use Observing Ego action, to observantly take yourself into present-minded action, where you may then choose the constructive version of action called assertiveness.

Depression cure = Observing Ego ACTION + Assertiveness



But what if aggression is your dominant style of using anger? What if you are more of a do-er than a think-er?



If you are already do-ing, then you need to change the nature of that do-ing, to “do the right thing” instead, which is a decision we already learned about, called *courage*. Notice that making a decision takes you into the present moment, where Observing Ego also resides.

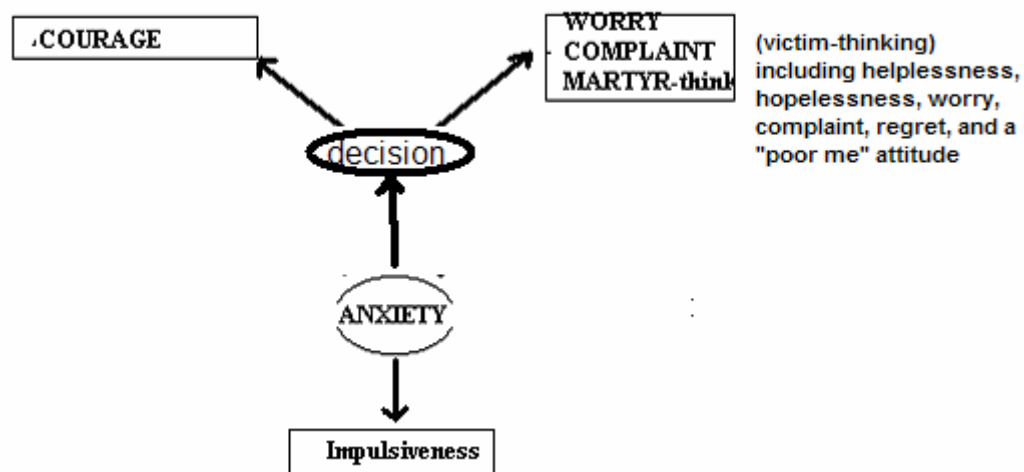
So the cure for aggression is also assertiveness, but first, it involves the courage to change and do the right thing, then be assertive, getting your needs met in a win/win way.

So the Aggression Cure = Courage, then Assertiveness.

Or Aggression Cure = Do the right thing, then go get your needs met for yourself, in a way that doesn’t hurt others.

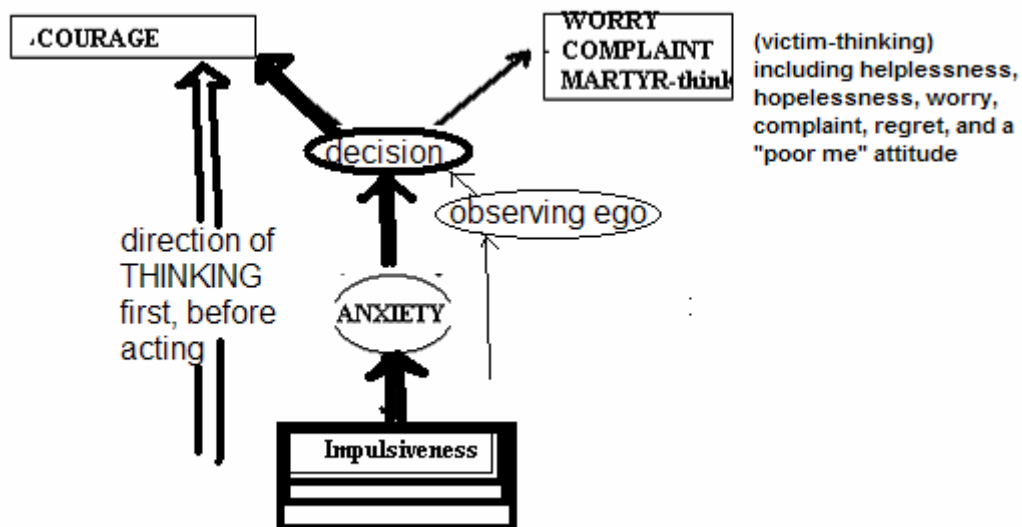
People who are aggressive are very angry, and a little bit anxious, too.

Now let's take the Anxiety Map:

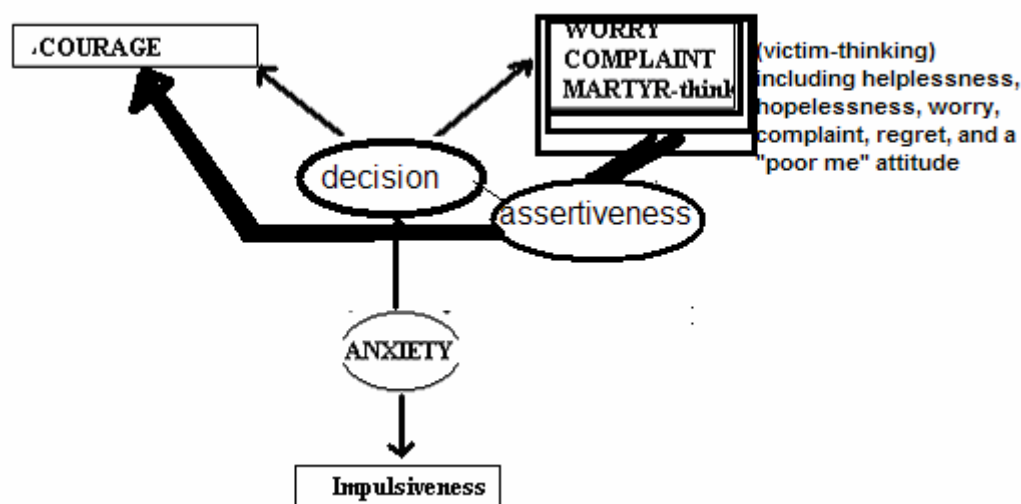


If you notice the bottom portion, the person who is impulsive is simultaneously aggressive—these are both negative traits of do-ers—those of us who tend to be more like Hares in the fable. So the beginnings of a cure for impulsiveness is to think instead—to do Observing Ego thinking first, and then courage.

So the Impulsiveness Cure = Observing Ego Thinking + Courage:



Likewise, what in the world do we do for a person who uses anxiety in masochistic ways, like the Rat? The person who gets an “anxious depression”? Well, remember that these people are think-ers, so they need to be spurred into action. Then they need to do the right action to get out of depression and masochism:



So the Masochism Cure = Assertiveness, then Courage.

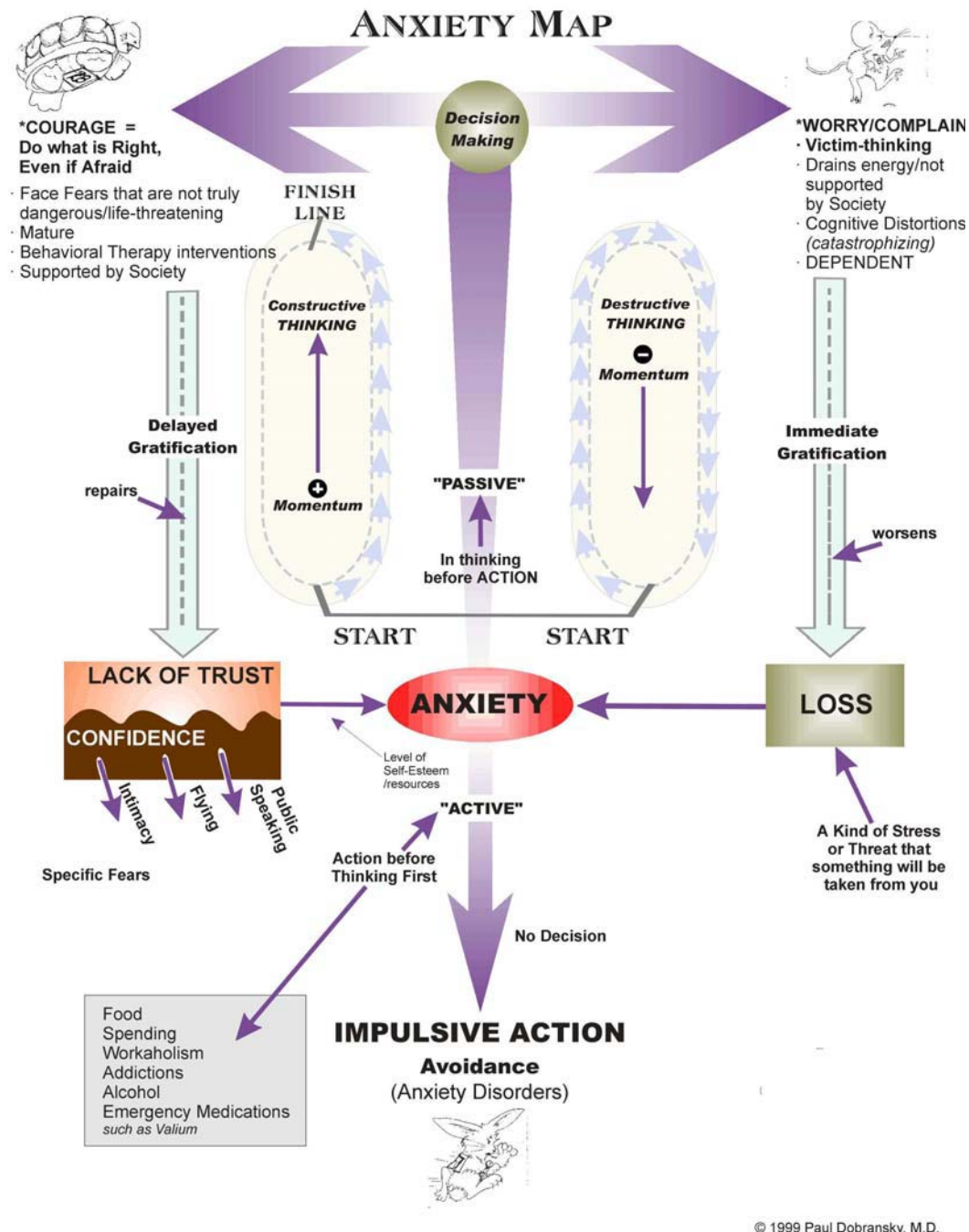
Notice how a masochistic person is primarily anxious, but a little bit angry about it too. They are think-ers, not do-ers, so they need to be jolted into action. However, that action must attend to their needs—to pull themselves up out of victim-mode a little by showing them they can actually feed themselves what they need rather than complaining that they are helpless. The first step to the answer, then, is assertiveness.

Once out of that victim mode though, they will need to vanquish their anxiety through courage, doing the “right thing” in a way that helps not just themselves, but others, too. Courage leads us to be champions of others instead of just victims or martyrs.

So very interesting—do you notice that both assertiveness and courage are present-minded decisions? It takes Observing Ego to choose both assertiveness and courage. Both of these can be used in action or in thought. You can have the courage to think differently or act to do the right thing. You also can be assertive in action, or simply in your own head. You can get your needs met in thought, too.

This is why the central point of both Maps is called “decision,” the point at which we are present-minded. In the present moment we are capable of action or thoughtful reflection, use of the Observing Ego, and the action of change for the better in our lives. It is the zero point, the meridian and equator of the maps of our lives.

Mastering anger and anxiety means that happiness, the final requirement of Durable Fulfillment, is yours!



You have mastered every individual part of psychology. Now let's learn to combine them to make all other human skills of sophistication!

PART III: CHAPTER ELEVEN: COMBINATIONS OF OUR RESOURCES

Maybe you still have some problems with failure, stress, feeling trapped, overwhelmed, confused, lost at times, pressured, used, abused, walked on, judged, tripped over, ignored, neglected, abandoned, suppressed, stifled, held-back, or any of a host of other terms we use for problems. Maybe you only find brief rest from troubles, and then new ones come along.

That's the condition of the "environment" outside our psychology. It is random, and changing. We need to remember that concept of balance on the spectra of our psychology. For every problem that comes along, it throws us off balance—a condition called a "perturbation" of our psychological system. Have you ever said you were "perturbed"? Well, there you go—one or more of your working parts of character was knocked off balance by a problem. If anyone has ever called you "a bit off," or "off your rocker," or "off base," or "off the mark," or "out of it", etc., they simply meant they could sense that one or more of your psychological spectra was off-balance. Perturbed.

Yet we all have various human skills to deal with problems. We take them and apply them to "find our center" again, or be "centered." This is a concept in science called "allostasis." Before a "perturbation" comes to knock us off, we are considered to be in "homeostasis," which is a kind of peaceful equilibrium. But after the "perturbation," we need to go through allostasis, a return to equilibrium.

This is similar to when you give your computer a big problem to solve and that that little hourglass-shaped cursor makes you wait as it crunches the numbers—it has been "perturbed," and is doing "allostasis."

Such skills as intention, politics, time management, communication, action, planning, learning, negotiation, conflict-management, advertising, marketing, teamwork, faith, belief, charisma, power, and a host of other combinations of our resources help us return to balance through our combined use of those four elemental building blocks of psychology, plus our Observing Ego.

Think of everything I have taught you so far as being like learning the periodic table of the elements in grade-school chemistry class. We mastered the most elemental parts of psychology. Now we need to learn how to build useful molecules out of them, like we build water, air, carbohydrates and proteins out of hydrogen, oxygen, carbon and nitrogen.

What if you have poor “politics” or “time management”? Then you know how to fix them now with the “elements” of psychology. “Politics” is made of your decisions + boundary function, so work away on your conscience and intuition, and build boundary doors instead of holes or walls. That is the quick and simple fix for your “office politics.”

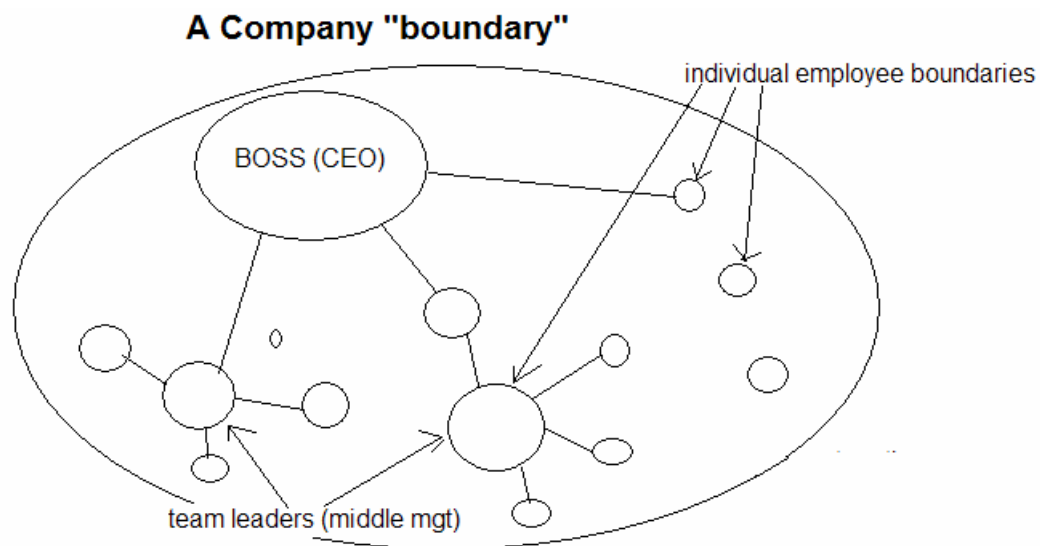
“Time management” is built of your intellect + boundary function. So go to work filling up on education and experience, and once again build boundary doors instead of holes or walls. Your education and experience will make you more efficient, and your better boundary will enable you to budget time better!

You already know all of the words we are going to use because you use them every day. Only now, you are going to understand those words as never before! I am going to list some important, complex human skills for you, but you will instantly see how they are simply combinations of our four elemental parts of human psychology—boundary, emotional energy, decisions, intellect—plus Observing Ego.

If you know the combinations of “elements” that make up any personal or business skill, and have mastered those elements earlier in this book, then you can master any human skill!

If you have a problem in any of these areas—or even in human skills I haven’t mentioned—you can easily figure out what their component “elements” are—boundary, decisions, emotional energy, intellect and our Observing Ego. Work on each basic part in order to master the more complex skill that is composed of them!

This works for your individual problems or for your business on the whole. The key concept of a business to remember is that it is like a giant boundary containing all the individual boundaries of the employees and management.



* Within this large company boundary there are beliefs and values that are shared, like the company Mission and Vision Statements--these hold all the individual boundaries together even though there are other differences in their beliefs

Within a company (or any cohesive group of people, like a whole nation) there is a shared *group boundary*, and within that large boundary of some shared beliefs and values, there are lots of little individual personal boundaries.

All the human skills and psychological trade that happen between two individuals also go on between the employees and management. Since the business itself is legally defined as a “person”—all the same resources and skills that exist for an individual also exist for the company as a whole—and a business does trade, economics, politics, and the like within itself, and with other companies and the government.

So part of the secret of business management is to understand this model and how to most maximize all the individual personal resources of a company to psychologically get them to run together as a cohesive unit. At the same time, it is crucial to understand that no group of humans can ever have all of exactly the same beliefs, values, strengths or weaknesses. They must agree on just some principles and tolerate diversity regarding the rest. If you can’t do that, it is to the doom of your company and its internal culture, and the ultimate form of corporate “suffering.”

Let us look at some of the individual and group options for more complex human skills and features of character. Here is a partial glossary of what is available for you to master:

1. *Beliefs* = A combination of intellect + emotional energy that form pieces of *evidence*, which aggregate, or “lump” together and form the core part of your *identity*. Beliefs are one of the two forms of communication (to ourselves).
2. *Values* = *Beliefs* that are held high in currency “value,” weighed heavy by *experience* that they are powerful for use in the world.
3. *Identity* = A combination of *beliefs* + your boundary function ability to say yes or no to *preferences* you have + the decision-making that opens and closes the door on those preferences. Notice that this combination includes “all of me” in it—boundary, emotional energy, intellect, and decisions.
4. *Communication* = Intellect (ideas) + the emotional energy accompanying them. In a sense then, *beliefs* are also communications to yourself.

5. *Advertising* = Communication + boundary function, where you communicate to others. Bad advertising then has poor communication or poor boundaries (holes), and good advertising has good communication and good boundaries. Much of today's advertising seems to lack good boundaries as a method of controlling the public, causing them to be immature and therefore controllable.
6. *Judgmentalism or Prejudice* = Left-brained function (with education or "book smarts") + pathological narcissism (destructiveness).
7. *Curiosity* = Left-brained function (filled with education) + constructiveness.
8. *Ignorance* = Right-brained function (filled with experience or "street smarts") + pathological narcissism (destructiveness) that ignores other people's creativity, experience, or "street smarts" that is different from our own.
9. *Collaboration* = Right-brained function (filled with experience) + constructiveness that welcomes the experience of others and joins it to our own to make something new, better and synergistic.
10. *Action* = Emotional energy + the decision to use that energy to get things done.
11. *Charisma or Power* = Emotional energy + boundary function which conserves and budgets that energy, to use it only when it is advantageous.
12. *Time Management* = Intellect + boundary function which budgets your "time," the currency of the intellect.
13. *Politics* = The decisions + boundary function, such that any resource inside the boundary is used in a win/win way, with good budgeting. You may notice that politics is closely related to *power* and *time management*, because politics is essentially your ability to use *boundary doors*. Also what sets it apart from power or charisma is that you can be a good politician even if you don't have much energy or charisma.

Crossing Spectra—Predicting your own behavior and that of others

14. *Action* = Decisions + emotional energy, but crossing the spectra also leads you to see what likely actions one will take, giving action a predictable quality if the person has Observing Ego. If not, then our free will to choose the destructive over the constructive leaves room for unpredictability.
15. *Communication* = Emotional energy + intellect, but crossing the spectra also tells you something deep about the person's beliefs and identity likelihoods,

aids you greatly in your advertising and marketing to people, and fine-tuning your communications to them.

16. *Intention* = Intellect + decisions to apply that intellect in a certain area that action could be later applied to for making *manifestation* of your goals and identity in the world at large.

Multiple Combinations

17. *Leadership* = *Politics* + *Power* + *Communication*. Notice how in this complex combo, intellect is relatively left out, or minimal, except for its presence in communication. One can be a great leader without being a brainy academic, as we often see in political life. Note that *wisdom* as a balance of decision-making skill is crucial for prolonging the duration of that leadership.
18. “*Servant*” *Leadership, or Mentorship* = *Politics* + *Power* + *Communication* (*Leadership*) + *intellect*. This is an even higher form of leadership in which a leader is not only able to lead, but to teach others to lead also and provide mentoring by virtue of having not only wisdom, but the education and experience to convey ideas, have creativity. Think of a very wise grandfather, or the Founding Fathers of the United States.
19. *Faith* = *Beliefs* + a decision to hold those beliefs true + the Observing Ego to see that those beliefs have a good, constructive basis that doesn’t control or guarantee and outcome out in the environment we don’t control, but is likely to.
20. *Generativity, the Magic of Manifestation* = Your *intention* + *action*, where your well thought-out plans that arise from your identity actually create something in the world that reaches your goals and expands your boundary and control over the environment. You can see how *faith* is related to *manifestation* of your dreams coming true out in the environment.
21. *Culture* = A combination of boundaries with a big *group boundary* around all the smaller boundaries + intellect in the sense that all our beliefs are contained within; however, some of those beliefs (most often *values* held high in currency use) are shared among all the members within the *group boundary*.
22. *Economics* = The use of the four “currencies” for the personal boundary, emotional energy, decisions and intellect, which are “strength,” “love or self-esteem,” “freedom,” and “time”, and equating these to an agreed upon nonpsychological currency called *money*. As such, all of the skills of a person are traded within the large *group boundary* of the economy, and *subgroups* within that economy can garner *power* to do trade by collectively pooling their resources to do negotiation. This explains the role of workers, management,

unions, lobbyists and their crossover influence between politics and economics.

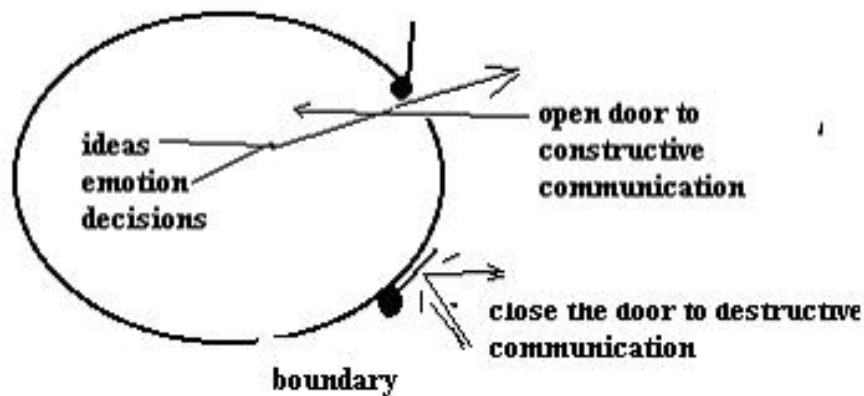
So you see we can get as complicated as we like, but at the core, all human skills and interactions are explained by combining the four elements of psychology—individually or collectively in groups or subgroups—within a *community boundary*.

This list is only a partial list of all the human skills we are capable. Try some of the words you use everyday to describe a human activity or skill, and you will find that they, too, are always a combination of personal boundary function, emotional energy, decisions, and/or intellect.

Let's begin with the notion of communication, which = ideas + emotion.

CHAPTER TWELVE: COMMUNICATION, BELIEFS AND ADVERTISING

Communication



Communication is the combination of our intellect (data) with emotional energy. Think about cell phones. They transmit data, right? Sure. But do they work without the batteries? No! So no communication can occur on a cell phone that has no energy.

If I say, “We need to talk,” in a happy emotional tone, you get a certain meaning from that, right? A friendly thing. But if I say, “We need to talk,” in a harsh emotional tone like some people’s bosses, you get an entirely different meaning, don’t you? A different communication?

Well, the “data” is the same, isn’t it? “We need to talk.” So what is different about the two messages? The emotional energy content!

Beliefs are communications that we make to ourselves to help build our identity, and *advertising* is beliefs that we make to others, by adding boundary function as a bridge to the outside world.

The Energy of Communication

Use good energy in your communications, regardless of the data content. If you recall our talk about using our intellect *narcissistically*, you may remember that both the right-brain and left-brain can be used in constructive or destructive ways—*creative collaboration versus ignorance*, and *curiosity versus judgmentalism/prejudice*.

Well, when you communicate with others your constructiveness or destructiveness can be extra powerful. Within the message you convey, there can be both destructive ideas and emotion (stress), or else both constructive ideas and emotion (love).

Ever hear that 93% of communication is in the face and body language? And only 7% is in words and data? Well, now you know why—because *communication* is part intellectual data and part emotional energy.

We can send *constructive ideas* to others, but if they are coupled with destructive energy, they will still come across as *destructive communication*. Even destructive ideas can sometimes be accepted and palatable to people if we send them with *constructive energy*—a cardinal rule of both politics and advertising.

It is important to remember in all of your communication that there is also a *personal boundary* that you are communicating through, like the *interface* of your computer to the outside world. When you take a destructive strategy, you are assuming that you know best for others (and you never can exactly know that). In destructiveness, you see the world as a “scarce” place, where in order for you to be “right,” someone else has to be “wrong.”

On some level, we all know that in matters of true opinion we are all right in our own way. All people's opinions are valid and "right." A constructive view of the world is that it is an abundant place of ideas, where there is more than enough "rightness" to go around.

This is a wonderful basis of strategy in any process of personal or business negotiation—according to John Nash's principles, a sure way to see your life or business prosper for the long-term rather than as a "flash in the pan." When we are constructive, we recognize that if there ever was an ultimate measure of truth, it would be the exact average of the opinions of every person on earth.

The wonderful thing about science and its roots in the philosophy of logic is its reproducibility, independent of the person doing the scientific study—independent of *opinion*. If you do an experiment and I do the same experiment, we will always reach the very same conclusions, and therefore be forced to have the same *opinion*, if you will. So science eliminates varying opinion, and creates what we call *fact*. In science and logic, we are all forced to agree on fact until the next theory comes along, which forces us to agree again with the new findings.

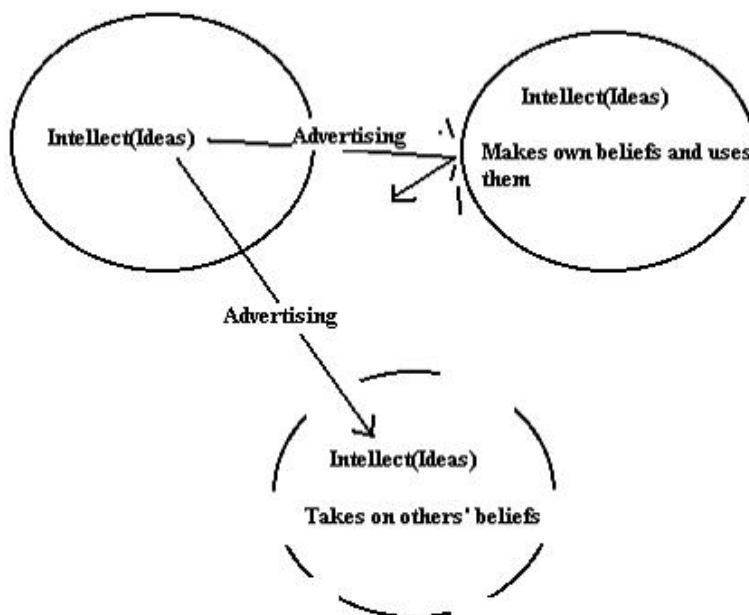
Well, what I have tried to convey to you so far in this book is all rooted in philosophy and science. Every experiment on cognitive-behavioral theory, psychodynamics, self-psychology, psychoanalysis, NLP, family therapy, hypnosis, EMDR, dialectical behavioral therapy, and any other kind of therapy, study of economic game theory and social science measure is represented in Mind OS, supporting it scientifically. So it is time to learn the difference between the pure ideas of science, and mere opinions that couple ideas with emotional energy—what are called *beliefs*.

In science, we all agree on the same experiment's results, but in the world of politics, culture and any other kind of human group endeavor, there is always *opinion*. Much of what makes up our opinions springs from our core beliefs—those ways of “communicating to ourselves” about what exactly reality is.

We all walk around in a private bubble—a personal reality composed of ideas attached to emotional energy charges. Those little building blocks of personal reality cause us to get along famously with some folks, and be bitter rivals or enemies with other folks. And all the while the little building blocks are simply opinions—our beliefs.

BELIEFS, VALUES, IDENTITY AND ADVERTISING

BELIEFS



Along your way to goals, you will hear feedback from others, intellectually. Actually, all we can ever hear from another human being is *advertising*. That's right—advertising. Since no individual can have ultimate truth, all chatter is just an ad.

Think of any opinion ever given to you as advice, feedback, judgment, or evaluation—all they are is someone else’s *advertising*. If you have holes in your boundary right now however, that advertising will feel to you like you have no choice but to believe it. It will actually feel like it was your own idea in the first place. Why? Because you wouldn’t see the boundary between ideas in you and ideas that are foreign. What is inside you and outside you are one and the same to you.

When you are at a young age, you have many holes in your boundary because you haven’t had much chance yet to grow one. As you go along in life, *deciding* to have more and more *preferences*, it forms. At that early stage, your parents, friends, and television all have great *influence* over you—meaning that your boundary happened to be open to the ideas of others.

As a mature adult with a solid functioning boundary, you learn to make your own ideas, and in the special case of *beliefs*—which are ideas tethered to a quantum of emotional energy—you make your own reality through those *beliefs*.

Beliefs are a combination of emotion and idea—making them different from just any old idea—emotion is like glue, tethering the idea to you and making it hard to break. Inside you these highly important bits of data often carry with them a charge of emotional energy. So the logical conclusion is that one’s “personal reality” is hard to break. It had better be that way, because we need some ground under our feet if we are to efficiently make our way in the world.

However, a problem arises in that our “personal reality” is made up simply of beliefs, which are only opinions—and so this “reality” thing that we think is so solid, secure and stable is actually just a bunch of shaky stepping stones we’ve plopped down in an ocean of possibilities. We so need, and want, to believe in them, because there is nothing else to walk on.

Yet, as we’ve learned, we don’t control or have the right of access to the insides of anyone else’s personal boundary, so everyone’s beliefs are essentially “right” and “inalienable.”

The most we can do in relating to others is to “advertise” our ideas, not force them on others. To do so would be a childish, immature “boundary violation.” Yet those of us with “thin skin,” or weak boundaries, are easily manipulated by the ideas of others.

Advertising and random opinions then pass right through our boundary and take up residence as beliefs. But those of us with mature, strong boundaries with doors can decide what we want to let in or keep out as far as the ideas of others. They are not as easily manipulated or susceptible to advertising.

All communication is either a *belief* communicated to yourself, or *advertising* communicated to others.

It’s interesting to look at a crazed follower (or leader) of a cult of personality. You may notice that they do have a right to their beliefs, but certainly not a right to force those beliefs on others. Even so, what about our need for others and our inextricable intertwining with the rest of the population of the world? Don’t we (or cult leaders) care about how we are seen by the rest of the world? We (and they) had better! We need each other in order to grow financially, psychologically and spiritually.

Ever hear the phrase, “I’m not drinking the Kool-Aid anymore”? It is good advice, whether you are an employee or management. I think the phrase comes from the Jim Jones death cult of Guyana in the 70s, where he’d spiked the Kool-Aid of his followers with poison. It’s a good metaphor for buying into the values of a company that you don’t really believe in or that is destructive.

Anyone who does drink the company Kool-Aid is eventually going to contribute to the decline of retention of employees and a mature corporate culture, and bring the company down through corporate “denial.” When a culture of fear pervades the company, people may be afraid to assert their individual conscience and identity if it differs even slightly with the mandate of management—and it always will, because no other person can be our identical twin, with exactly the same beliefs, emotion and style of decisions. Certainly then, no employee can physically be a clone of management and continue to grow as a person. This feature of group psychology was certainly understood by the Founding Fathers and built into the Constitution.

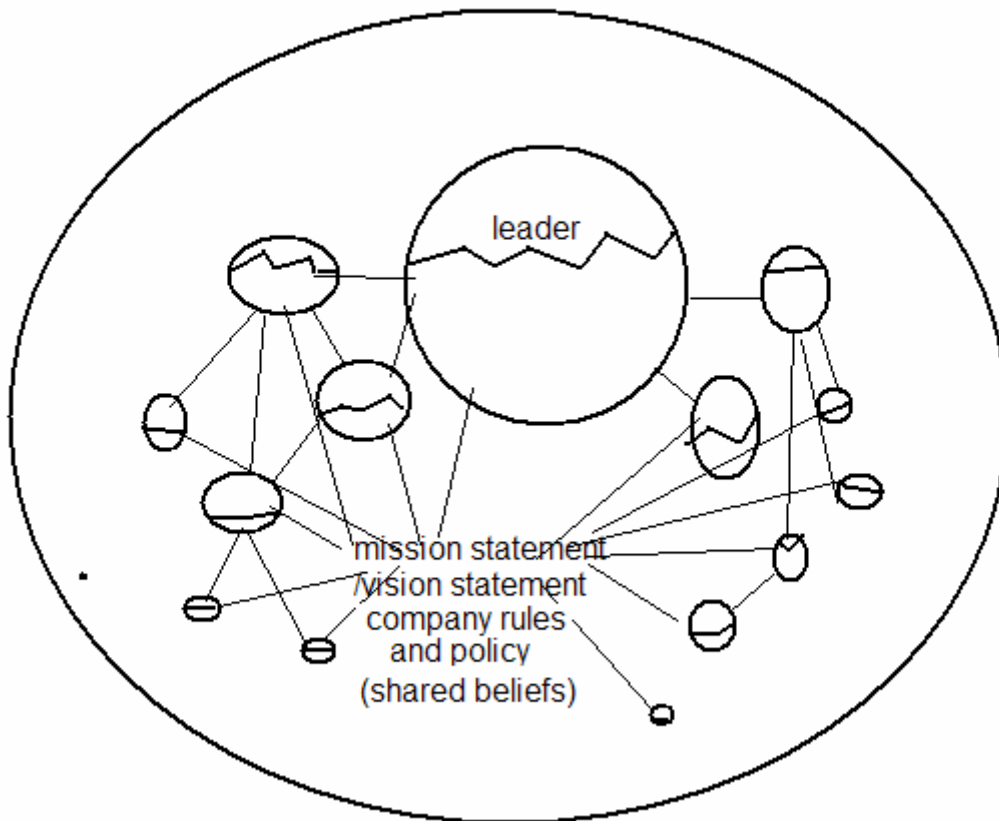
Remember what we said as far as the “ultimate truth” being the exact average opinion of every person on earth? Well, combine this idea with what we covered about the nature of science versus opinion and the idea about how every communication a person makes can never amount to more than advertising. What do you get?

You get the difference between advertising and mentoring, or between advertising and coaching. While individuals can only advertise to each other, large groups of people can actually *mentor* individuals through their common, averaged opinions. For example, billions of people see the Christian view as right and fact, and billions also see the Muslim view as right and fact.

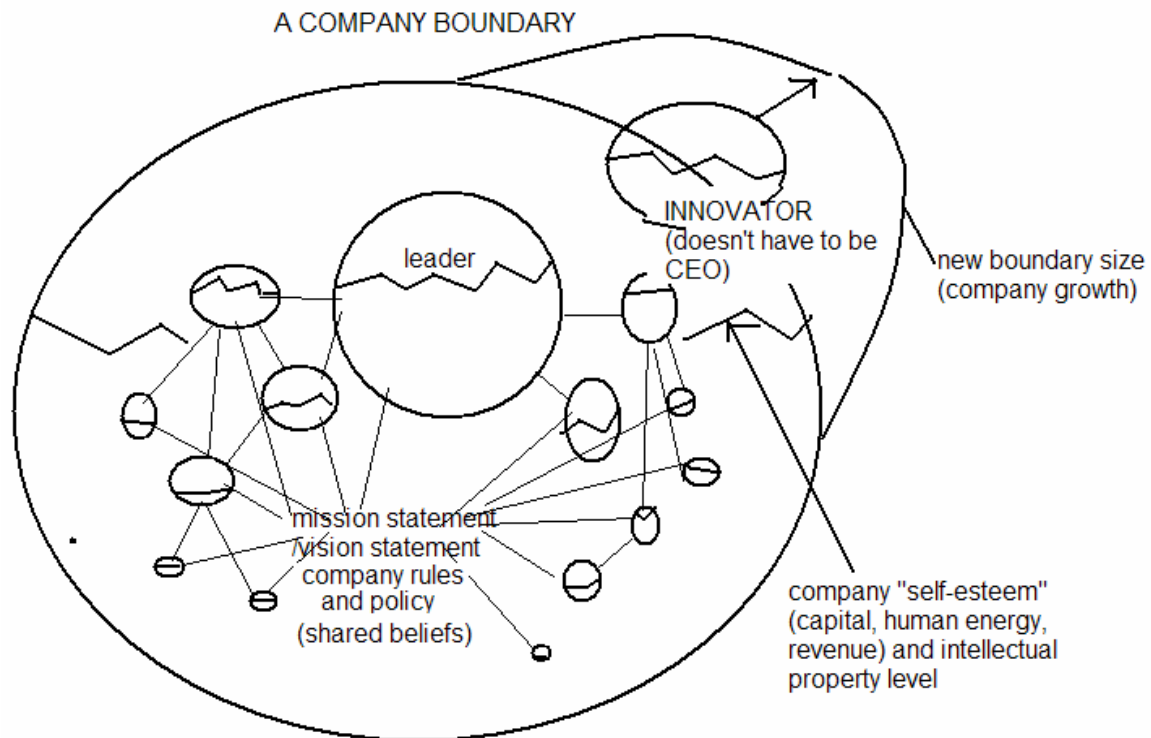
The more universally a common opinion is held, approaching something in philosophy called “a priori” status, the closer you are to *truth* and *fact*, instead of mere advertising. It is fascinating that science and philosophy are by definition already at the standard for this test of truth—all people are held accountable for reaching the same “opinion” through science and philosophy. A million people do the same experiment; they get the same results.

In this way, we know for certain that science needs no advertising—something works, every time for every person, or else it doesn’t. There are no “opinions” in real science. (And so all those ads by pharmaceutical companies you are abused with are meaningless, and take away dollars that could be going to lower healthcare costs and insure more people.)

A COMPANY BOUNDARY



Imagine that there is a giant boundary around any given group of people, and those people wouldn't be a group unless they held some similar beliefs. Consider the idea of a company "mission statement" or "vision statement"—all those who work for the company agree to abide by these—they hold the same beliefs on this one matter. That "mission statement" describes some preferences defined by the giant "company boundary."

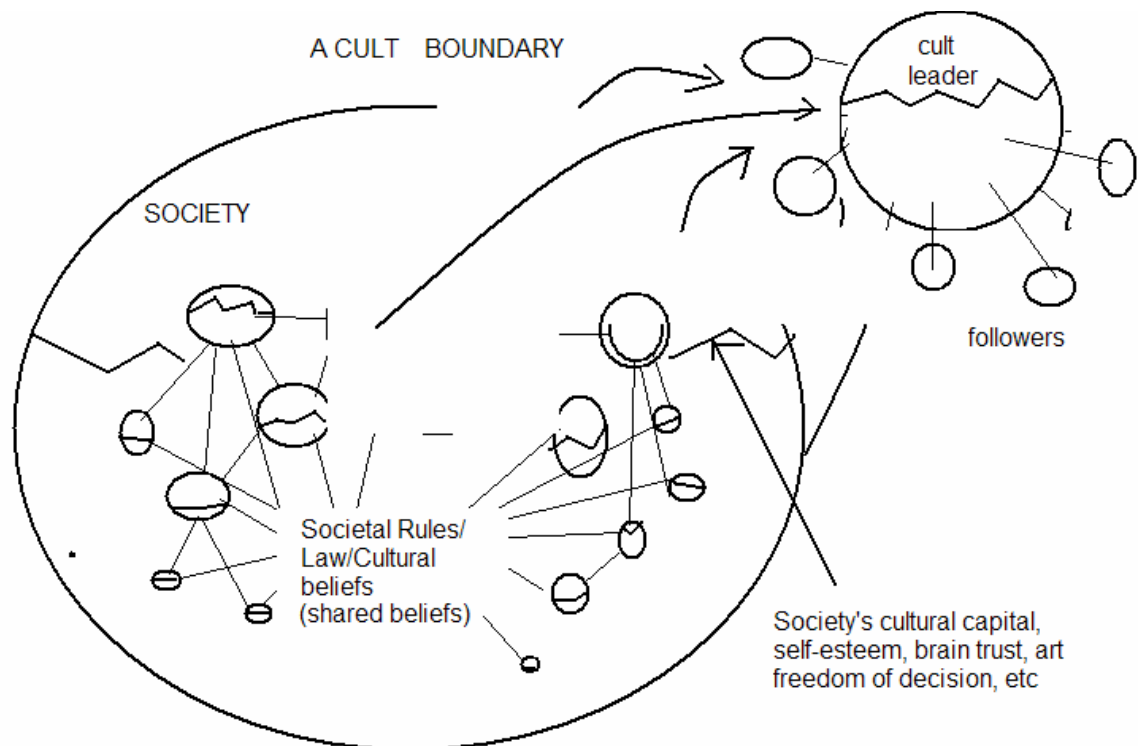


But what of *innovation*? What of visionary people who propel technology forward? Well, think of those people as “thinking outside the box,” almost literally. Actually, thinking “outside the boundary.” They have ideas located outside the giant “company boundary.”

So if you want your company to grow, you have to innovate, just to expand the size of the company boundary. However, then of course you have to encourage each and every employee to grow emotionally full, too, or you’ll have a big empty boundary with no energy inside. Companies such as Boston Chicken/Boston Market, and Kmart have fallen victim to this error.

So what is the difference between a Lee Iacocca, a Bill Gates, a Buddha, a Jesus, and a Mohammed versus a David Koresh, Reverend Jimmy Jones, a Hitler, Stalin, or other destructive visionary? The difference is that narcissism sets the bad guys apart, but the good guys see their personal and group boundary more maturely.

The positive visionary has ideas just a little bit outside the group boundary, but close enough that people could see them as being possible to reach. In addition, these people place themselves inside the group boundary, with only their ideas just outside the boundary. In this way, they encourage society to reach out in a group goal, toward new technology and understanding.



The negative visionary instead places their whole self outside the group boundary and demands that people follow them. They also have ideas drastically outside the original group boundary. And so while some people do venture out to follow these destructive leaders, they also find that the rest of society doesn't and sooner or later they are a fringe group with strange ideas that no one ascribes to.

Notice how there is not a good tight boundary that binds all the followers to the cult leader. They are tied loosely only in fear and control, as if breaking their tether will send the followers spinning into outer space. And if the cult leader stops his activity, the whole movement goes away. There is no solid group boundary to support it.

This effect happens within companies, especially when there are powerful people in management with poor understanding of boundaries. You see little “fiefdoms” of power build up within a company and those “leaders” actually cause the company to slowly fray and break apart due to their tight control on freedom and individual identity, personal power and growth.

Now you see the power—both positive and negative—of beliefs in action.

The interesting thing about beliefs is that together they form much of what composes your identity; that is, if you add to them the notion that your personal boundary helps you select from various *preferences* in life. Your beliefs are a complex thing that are perhaps the most important part of your intellect. They are comprised of both your education and experiences that guess at why people do and say what they do, and, in a sense, they guide you in what you think is *probable and possible* about yourself and the world.

If you remember our talk about the nature of the left-brain and right-brain, you might remember that these two “sides of the brain,” or our intellect, invent the idea of “time” for us. The left-brain is skilled at constructing a sense of history, and by doing so, it creates a table of *probability*, the ability to guess at the future based on what has happened in the past.

The right-brain in our intellect is skilled at constructing a sense of the future, based on the flexibility we have by virtue of our experience, or “street smarts.” In other words, we become able to make the future happen with no other information than that—and can invent new things that didn’t exist before by combining our experiences in new

ways and to new applications. The right-brain gives us a sense of *possibility*, the ability to envision or create a future that has no prior basis in the past.

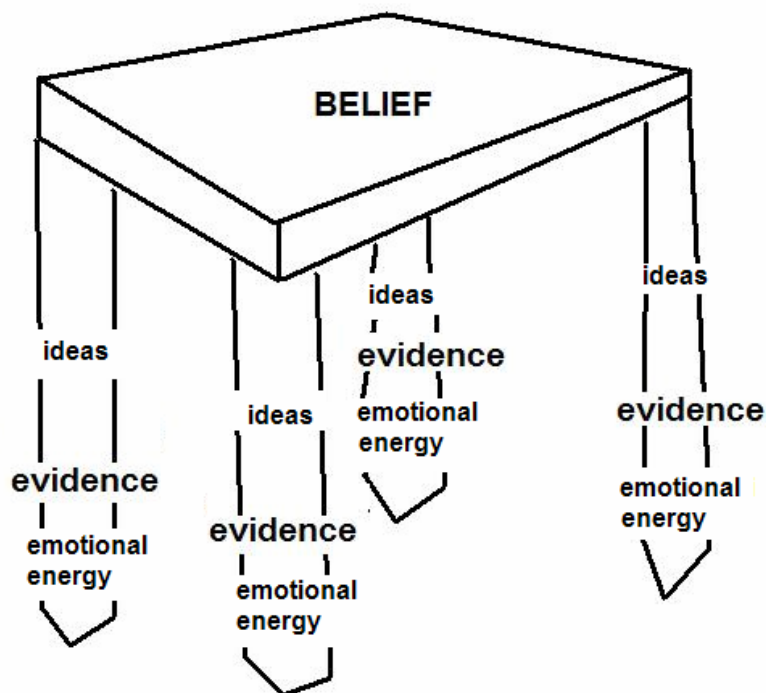
So if your beliefs are concentrated in the past, and are constructive, you will lead a nice, safe, secure life built on *probability*. However, if you have some destructive tendencies—as we all do—you will be set up for living in the past, and not reaching your full potential.

If your beliefs are all concentrated in the future, and are constructive, you will lead a life as a dreamer, full of big ideas, but still never live up to your potential. What's worse, if you are a bit destructive, is that you will always be envisioning the *possibility* of the worst happening, and limit yourself often.

The best place to be with your beliefs is to have a combination of both left-brained *probability* and right-brained *possibility* to them—a balance that you always try to strive for constructiveness with. You'll find that over time and experience, some of your beliefs become more treasured than others because they start getting you good results in your life. These are called *values*, your most high-powered, valued beliefs. You might even rank them according to usefulness and pull them out when you really need the firepower in life.

THE ANATOMY OF BELIEFS

BELIEFS are like a Table Top: Supported by Chair Legs
Called "Evidence"



A belief has both intellectual and emotional content, but notice that a belief is also something that you can decide to support with evidence. Stop! You have the choice to not support a bad belief! Why not build a better, more useful belief? If you wanted to, you could use only constructive ideas and emotions to do this; otherwise you will have a fixed, destructive belief working in your unconscious.

Now think about this business of “evidence” for the things we “believe.” It is obviously composed of an “idea,” such as “The world is round,” or “I am a loser.” The first idea is a fact supported by science; the second is only an opinion.

These ideas carry enormous weight if they are either:

- a. Facts based in science, which forces everyone who does an experiment to come to the same conclusion.
- b. An opinion tethered to a significant amount of emotional energy. Think of the energy tethered to the cross or the swastika.

Both of the ideas above—“The world is round” and “I am a loser”—carry significant weight for different reasons, and are both beliefs. The first carries the weight of acceptance by 99 percent of the world, via science, and the second for many, is nonscientific, but is charged with significant emotion. Either belief may be strongly held as a result, but for different reasons.

Emotion stuck to the bottom of your “table-legs” of evidence also acts as superglue, sticking your belief table to the floor of your mind! The second idea, “I am a loser” is only an opinion—and opinions easily change with new evidence. However, one person may say “I am a loser” as a joke and not really believe it; yet another person may say “I am a loser” with great saddened emotion, and deeply believe those destructive words marking their identity. The negative emotion is tethering the idea to the table and to the floor of your mind.

Both science and simple, raw emotion can act as “glue” to stick a belief in your mind, but only the science “glue” is reliable and repeatable. (Remember how easily our emotions can change. Science doesn’t.) This can be a hard concept for people to understand because we all walk around with a different sense of “reality” from every other person on earth. Beliefs make up our reality.

Since we live in that reality, it can be hard to imagine changing it for the better, especially if we tend to be passive and not make decisions. The environment is random, always has been and always will be, but it is we who make meaning out of that randomness.

Why not make it for the better? Chop down the legs of those negative or limiting beliefs between the idea and the emotion, because the emotion “sticks” the belief to the floor. Start with new evidence for a new, more positive belief. Sometimes an idea in a belief is stuck so strongly to the floor of your mind that the emotional superglue can only be separated from the idea by such powerful means as hypnosis or Eye-Movement Desensitization and Reprocessing (EMDR).

Identity Revisited

The rest of us might first be well-advised to hack away at negative beliefs by simply using our Observing Ego to see their anatomy in the first place. Overcome them with a new positive belief that you heap such positive energy into, your unconscious attention shifts away from the old one, and it withers away. What you give energy to grows.

We humans are “lumpers” not “separators,” meaning we tend to “lump” new experiences onto big piles of old, similar experience. Still, we need to remember that example of the car wrecks on I-70, where people were looking right at the telephone poles as the spun out—and wrecked into them as a result. It’s similar to the football running back who’s going for a touchdown. He doesn’t look at each and every one of the opponents trying to tackle him. He only looks at that wonderful goal line!

The ability to do this is crucial to your welfare, and that of your company—for if you don’t, you will learn the hard way that beliefs are actually the electronics (called avionics) for your “plane’s” autopilot! If you have to switch on the autopilot so that you can concentrate on other things—as we humans all have to do every day—you really want that autopilot to steer your course well, and be able to land the plane. You do not want your plane running on autopilot and using bad data to navigate with! Negative beliefs are bad data.

If you learn to program your “plane’s” autopilot electronics, you will be required to look at your beliefs and see if they make sense or not. Do they serve your mission in life or not? And importantly, are they pretty much in line with society, or just a tad “outside the box”?

This “autopilot programming,” of course, is the process of making constructive habits that we have learned of previously. We take a negative habit—in this case the negative thought-habit of a negative belief. Then we hack it down as we examine it in Observing Ego. We change it to a new, constructive idea. We strengthen and stick it to the floor with powerful, overwhelmingly positive emotional energy. And then... Let it go on autopilot again, always steering us well. You have just learned how to program your own “plane’s autopilot”!

Soon, these kind of instructions can start to change your identity for the better, because your very *character* can be built in this way, composed of beliefs and actions and boundaries that run well on autopilot most of the time. Personal growth and striving toward Durable Fulfillment become almost effortless because your autopilot has become perfect at navigating your personal growth. You can then kick back for awhile and attend to important things like just enjoying life instead of constantly analyzing it.

Your identity changes for the better because of beliefs you communicate to you.

Once you have powerful beliefs to guide you and establish your reality, you can far more effectively communicate to others with the communication called advertising. The advertising part is well established in businesses, but what about the belief part? How good can the grassroots advertising of a company be from word-of-mouth if the employees are unhappy? Not good. It will spew into the customer service, the creativity and the personnel turnover.

Likewise, how many individuals make great beliefs in themselves, but have never thought of the idea of merely advertising them to others, rather than “forcing them down the throats” of others? Not many. Not without great personal boundary function. So individuals have much to learn from business, and business has much to learn from the nature of an individual’s psychological design.

Nevertheless, once you have mastered your beliefs and advertising, you are going to want to go out into the world and take action, based on them. This is another combined human skill—*action*.

CHAPTER THIRTEEN: POLITICS, POWER, TIME MANAGEMENT AND LEADERSHIP

Action = decision-making + emotional energy. Emotional energy powers your decisions like fuel powers a plane or the electricity powers a computer. Consider this: Leaders are powerful men and women of *action*.

Action



Action has energy to it, but it also needs a spark, an initiation. That spark is your decision to initiate. You may recall that action is one of the things that can only be done in a present-moment mindset.

Now you know why. Because decisions can only be made in the present moment, and decisions are half of an action. Action = decision + the emotional energy to power the decision out into the physical world.

You can make a decision in your head, but you can only take an action with your body. For your computer to run, or your TV or stereo, or to turn on or off the lights of your house, whatever it is, its microprocessor has to direct electricity toward that appliance. This is an action.

Our decisions are the trigger for everything we do. They even help direct or steer us, by linking up to the ideas in our intellect like the guidance system of a plane. Just think of a computer's microprocessor—the decision center. It takes the data in the memory, and uses it to coordinate what information is useful, what isn't, and then it directs electrical energy to the proper components of the computer to get work done.

What would happen to the energy in your computer if it didn't have a microprocessor? It would short out! Notice that undirected, uninformed action lacks wisdom, which is a function of decision-making. Undirected, uninformed action includes all angry aggression (from the Anger Map), and all anxious impulsivity (from the Anxiety Map). Therefore, undirected, uninformed action is the same as suffering. The actions of aggression and impulsivity are forms of suffering, too.

Action is best used efficiently after you use your decision microprocessor and your computer memory to size up what the right action needs to be.

Have you ever heard of greatly respected men being called “men of action”? Or have you heard of the Marines being “a few good men”? Why do we respect the do-ers of society so much? Well, think of it this way—people who have no positive emotional energy in them aren't very attractive. We get attracted to positive energy because we can link up to it like a car links up to the pump at a gas station. It takes energy to do actions and people respect that.

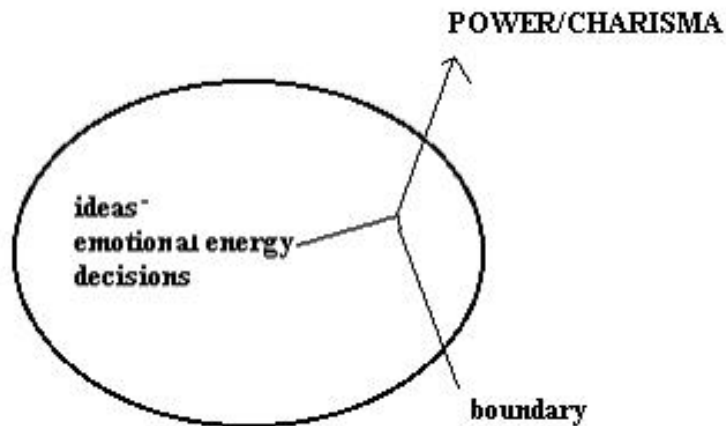
Secondly, when we are passive as the Rat of our fable, we are a little less alive and prone to depression or addiction because of our passivity. This is also not attractive. So being a “man of action” says all the right things as far as at least two of the four core parts of psychology—emotion and decisions.

Being a “man of action” may mean much more than simply doing one good deed or action. It means a way of life—a whole process of using energy efficiently. As we have already learned there is a special power in you that budgets your resources—the personal boundary.

A man of action is a man of power, and in physics, power is defined as a process of using energy in the most efficient way, or the most work that can be done per unit of energy, and in the smallest amount of time.

Power is a way of life that maximizes your positive emotional energy.

Power (or charisma)



Power is defined as the “work done per unit time,” or the “rate of change of energy in a system.”

Time is the crucial currency spent in getting to a goal, and goals take work to reach. However, most of us want to be able to accomplish the most work we can in the shortest amount of time, expending the least energy in that work.

This means that in life, the more power you have, the more you can get done for the least effort—a nice situation indeed. When you have power, you can go vacation in Hawaii, leisurely read what you want to, visit with friends without a care in the world, and generally enjoy life without worrying where your next energy (or money) will come from. Remember, energy = money = time = freedom = strength and security. It’s all just psychological currency—if we didn’t decide to believe in the value of a piece of paper called a hundred-dollar bill, it would be worthless.

We don't control others giving us power; we only control the efficiency of our use of the energy contained in our own power. Our boundary helps with this by informing us of our *preferences* in life. If you spend a ton of energy in a job you just don't like or prefer, then you are not very powerful! You waste energy in places that do not serve the mission of your life. You've likely heard the Joseph Campbell quote, "Follow your bliss." Well, that is scientifically good advice. It points you directly toward your highest possible power use.

You may also have heard of certain computer microprocessors as being "powerful" due to their speed and high technology. Well, what makes them so "powerful"? It is the fact that given the same electrical energy input, they route that energy quickly and to the right places in the most efficient way, through their interfaces?

In other words, the decision-making of the computer operates the "personal boundary" of the computer—the interfaces with the outside world—in the most efficient way. It spends that energy only in the processes that directly relate to your request, and spits out a result in the most efficient and preferred way you decide. That is indeed power, and that is what your boundary gives you when it links up to your positive emotional energy of self-esteem.

Have you ever seen the Anthony Hopkins film, *Instinct*? It is a lesson in power. It says the only power we have socially is given by others. In the film, Anthony Hopkins is a scientist who has lived among apes for decades. When he is captured and studied by a psychiatrist (Cuba Gooding, Jr.), the psychiatrist "thinks" he is in total control, seeing Anthony Hopkins in a locked room, with security outside.

When Hopkins the scientist suddenly grabs psychiatrist Cuba Gooding, Jr. in a death grip, he asks him, “Who has the power now?” And the psychiatrist responds in a choked voice, “You do.” And so one’s environment and perception have much to do with our notion of power.

The environment is something we negotiate with our personal boundary. The truth is that if we use our Boundary doors in a win/win way, we give others deals they can’t refuse. And they empower us because they simultaneously empower themselves.

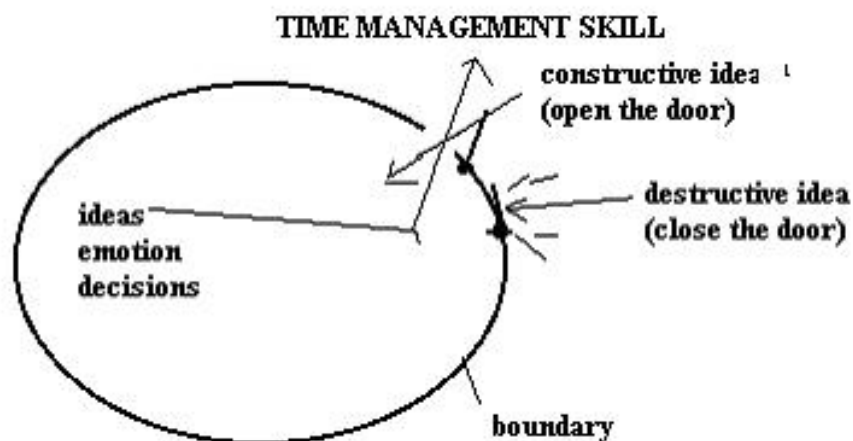
If power is a combination of energy and personal boundary use, we have left out the intellect and its notion of time. What good is all the work you can do with your power if you waste your time in places that don’t benefit you or your company?

Time management becomes as crucial as power to you and your business. We have learned that we can create unlimited amounts of emotional energy by converting stress into self-esteem. We have also learned that we can convert bad decisions into the resources of conscience and intuition—resources that can power our decisions to be more on the mark in the future.

But there is that one sole currency that cannot be created more of in life, because life has a clock on it—time. And while we can maximize our time by buying it with other resources like energy and freedom, we can’t create a new absolute amount of it in life—we have 80-100 years of it at max.

We can maximize time by spending more of it in the present, by trading other currencies to buy more of it, or a brand new and final way—which is to budget it better with our boundary.

Time Management



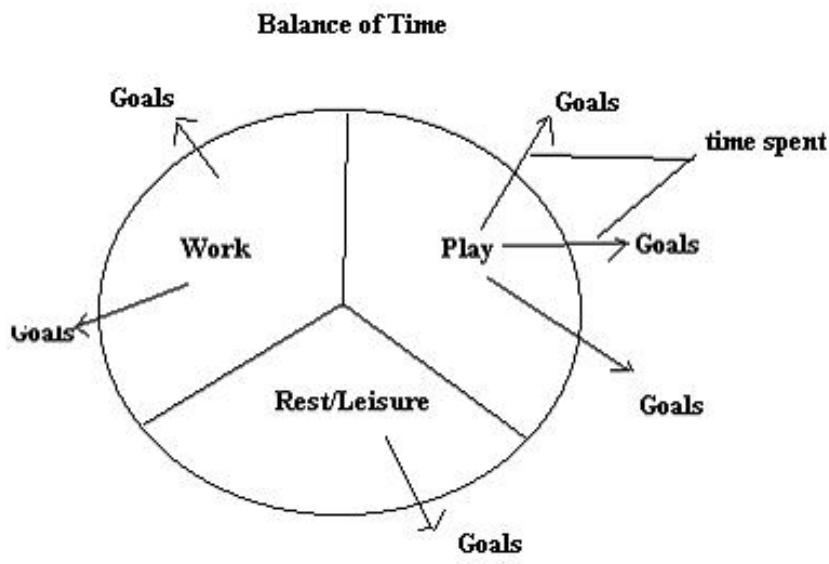
Notice how if we combine our intellect with the workings of our personal boundary, it leads to a filter of how we use information, and therefore how well we manage time. There is no time for destructive information that takes lots of work and energy to correct. There is only time for constructive information.

Time is the “currency of the intellect,” as you may recall. When we learn something new—get the “book smarts” of education or the “street smarts” of experience—it costs us time. Simultaneously, time is the only resource of life that we have a limited amount of before the clock runs out.

We can use our time with more wisdom by employing Observing Ego to maximize our purposeful use of time. Yet, unlike our freedom, boundary strength and emotional energy, we cannot just create more of this substance of time. However, we can get more efficient at using it to get to goals. In the process of doing so, we can

budget or allocate it perfectly according to our basic needs, values and beliefs inside—
good *time management*.

“Perfect” Time Management



In *Poor Richard's Almanac*, Benjamin Franklin once said that a “perfect day” is composed of eight hours of work, eight hours of play, and eight hours of rest; therefore, perfect time management would have the same proportions.

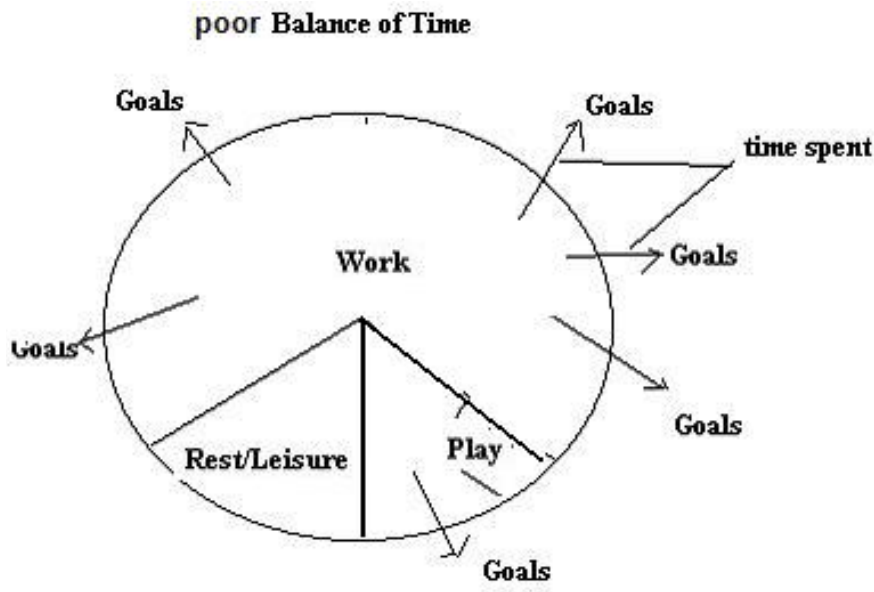
What are your goals in each? We all need eight hours of sleep on average, but during our work and playtime, we often have goals to be reached.

Remember that when we use a resource, it costs us a “currency.” Well, one currency we can never generate more of is time, other than spending as much of it in the present moment as we can, because that’s where it is most valuable.

So what is this process of time management relating to the “perfect day”? Well, all of the activities of life can be divided up into three boxes that Ben Franklin devised.

Everything we do is either industrious *work*, creative *play*, or recuperative *rest*. You may notice that these perfectly parallel the functions of the brain in thought—left-brained activity you might call *work*; right-brained activity is creative *play*; and finally, a quiescent period where the mental activity is synthesized, such as in our sleep.

“Poor” Time Management



Notice how most of us usually budget our time more like this, with hardly any rest or sleep, and little play or leisure. This is poor time management, with an out-of-balance budget.

Interestingly, the boundary budgets all of our resources. If we look at time, we are talking about the intellect. So notice how one might think of *work* as left-brained activity that is industrious, and *play* as right-brained activity that is creative. Rest is then a quiescent period where the brain integrates the left- and right-brained activity together to form what is called “synthesis.”

We can’t live an integrated life of synthetic intellect without a better budget of time. Otherwise, we may be “working for nothing” with our left-brain, “frittering our time away” with our right-brain, or exhausting ourselves, never “getting it together” by depriving ourselves of rest. Part of deciding how to use our time is called *politics*.

Politics

Politics is in its highest form, simply the perfect use of the doors in your personal boundary with minimal hole or wall use. It is the wisdom to use your decisions on the doorknob to your inner resources, opening them only when intuition tells you the environment is favorable, and closing them when it is not. And opening the door when your conscience is telling you that you're being constructive and closing the door when you are full of destructive ideas and energy. In other words, there is excellent self-control within good politics as much as there is the ability to read people.

Since the boundary is a core concept in politics, power (charisma), and time management, you might start to see something interesting. The boundary is a "budgeter" of your resources, of which there is a limited amount that must be maintained.

If you pay attention to politics on a larger scale you can start to get the idea that "money buys power." Who are these guys in our high government positions? So many of them, but for the occasional Colin Powell, don't seem so inspiring to me. Do they all to you? I don't see many Thomas Jeffersons or Abraham Lincolns advertising their character on television. But I do see a lot of money paying for that advertising.

I have some questions for you. What do you think happens in politics when money to finance peoples' directives comes into play on a large scale? Money is a currency, and as all currencies, is exchangeable for other currencies, including psychological ones.

What happens when there is a huge and ongoing injection of currency into a system that has poor boundaries? Well, the boundaries don't need to be managed so

well. After all, they are the “budgeter” of our resources. If you had unlimited money, why would you ever need to budget it?

If money is injected continually into a system that has a “budgeter” built in, that budgeter, or personal boundary simply doesn’t need to have any upkeep or growth or maturity. And so what I am saying is that for the few of us who are born into wealth there are special challenges to character-building. There may not be much stress on their systems to spur them into personal growth. As a result, many people who are very attractive politically may not have the character backing to have real power, which necessitates a good boundary with doors, not holes or walls in it.

Many immature people, then, can rise in perceived power, with poor boundaries and respect for the rights and opinions of others—even to high government office—and all because of high financial resources, which can appear to substitute for real character. Remember, currency = currency =currency!

Did you see the conflict in the film, *Gladiator*, between Russell Crowe’s General Maximus, the self-made leader, and the wealthy, but narcissistic Emperor Commodus? The Emperor was exceedingly wealthy, but sorely lacked high character. Yet even as a slave and gladiator, Russell Crowe’s character had stored up such abundance of high character in himself, that he defeated the wealthy Emperor politically. How? The lesson of the film was “win the crowd.”

The highest number of people exposed to you are the most perfect judge of your character, because society at large is what most measures your boundary and your tendency to be win/win. They should know—they feel the emotional effect of you.

Abraham Lincoln and Thomas Jefferson did not have the advantage of instant advertising and fundraising technology, and had to rely on slow-spreading character reputation alone for their “campaigning.” I am a registered Independent, and, regardless of Democrat or Republican candidates, I evaluate each man or woman for boundary function first, then the other three elemental parts of character psychology to decide whom I will vote for. I don’t want to see the glitz of money in their coffers—show me the self-made man or woman and I will know they had to do real character work to build that secondary, superficial currency that flows from it, called *money*.

The same goes for choosing a boss, husband, wife, partner, or any other important relationship in your life. How good is their “politics”—not Democrat or Republican, but in deep character?

Talk of politics naturally leads to talk of the very notion of leadership.

Leadership: Power (or charisma), Communication and Politics

- You may recall that Politics= Decision-making + Personal Boundary function
- We just learned that Power= Emotional Energy + Personal Boundary function
- And Communication= Decision-making + Emotional Energy

Why do these three human skills so often go hand-in-hand? You may notice that if you have mastered only one of the three inner resources that compose them, you have a “leg up” on dominating two-thirds of this trifecta of leadership. And if you have mastered two of the prime inner resources, you have at least partial mastery of all three skills of leadership.

These three skills of leadership are very intertwined with each other: There is some politics and power in all good *communication*. There are power and effective

communication in all good *politics*. And there are some good politics and effective communication in all *power*. They are like the three smaller ropes that compose a thick bull rope.

Notice how intellect is interestingly not a strong component of any of the three cardinal skills of leadership. Do you now understand how it is that brilliant scientists and philosophers sit on the sidelines of current events, while many extremely powerful politicians, pop stars and even dictators do not seem all that bright? Apparently you don't have to be a genius to be powerful.

But you do have to have a good degree of *integrity*, the ability to remain balanced in what resources you have.

Now think of the Jeffersons, Lincolns and Benjamin Franklins of the past. What makes them different from the Joe Schmoe leaders of today? Well, let's think. These were not just leaders, but also brilliant men intellectually. They added the last and final component of character to their leadership skills. As such, they tended to teach and mentor the public, using philosophy, deep understanding of story, literature and history of the past; but at least half of the great men of the Founding Fathers and many great Presidents were inventors and scientists, too. These mentors to future Americans were "servant leaders"—the most complete individuals in our history.

They had mastered all the parts of their psychology and became "integrated men," who were capable of using multiple resources simultaneously.

So as you think back to the spectra of our resources, how in the world could we simultaneously seek the balance of wisdom, intelligence (genius), and the high self-esteem of bliss? How could we simultaneously have interdependent boundary use?

Well, simple. You'd cross two or more of those spectra, and try to find balance on them at the same time.

CHAPTER FOURTEEN: ANALYZING OTHERS THROUGH CROSSING SPECTRA

What if you wanted to evaluate yourself or someone else for this thing called integrity? You might start “crossing spectra”! If you lined up any two resources such as emotional energy and decisions, or decisions and intellect, you would find the mutual center zones contain the areas of greatest psychological health. This is an approximation of integrity—*simultaneous balance in several resources*.

In analyzing your own or someone else’s *integrity*, you may want to cross the three inner-resource spectra to view their communication, action, and intention (or purpose) styles in life. Doing so will reveal a certain “blueprint” of the soul of the person, because you will find that they spend a great deal of time in one location of function more than any other.

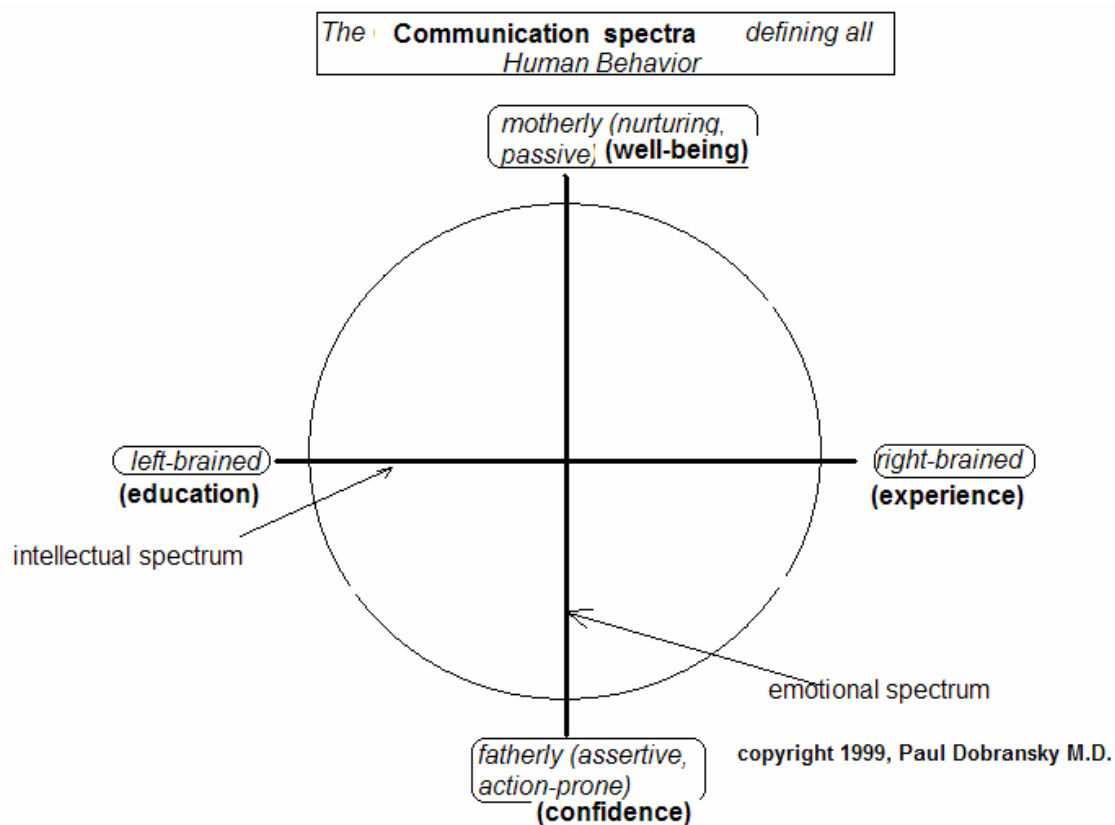
The wonderful thing about crossing spectra instead of looking at them individually is that they can take you from understanding people in one dimension, to two, and then to three dimensions! How, you say?

Well, if you make a circle on the page, then cross spectra within it, you create four unique zones within it. It’s fantastic—you now have a way of both categorizing types of behavior, but also allowing the behaviors to be spectral, or on a continuum of function. If you are familiar with physics, you’ll see this method as a true quantum measure of psychology.

In Quantum Physics, matter is measured and examined as both point-particles and waves on a spectrum at the same time. You see, “types” of behavior can be labeled like particles, and “spectra” of behavior let you analyze them like waves of possibility.

COMMUNICATION REVISITED

In looking at a person’s communication ability, you will also be looking at their basic *beliefs* and their style of *advertising*, or tendency to convey who they are to others. Therefore, the *Communication Map* is a good measure of general *identity*.



Notice on these crossed spectra of inner resources that compose *communication*, there are four distinct quadrants a person spends most of their time in, communicating

beliefs to themselves about the world and their identity in it, and advertising their ideas to others.

Have you ever been told that your way of speaking “says a lot about you”? Or have you told others that the way they dress makes you feel like you really know them? This is explained by the diagram above—they are types of communication of identity.

We will learn much more about this particular diagram in the next chapter because it is so central to an understanding of Psychological Integration. The diagram defines a person’s identity in a quantum way, both with a general label and a spectrum of possibility. Remember from physics that the most accurate way of representing matter is as both a point, or particle in space, and as a wave spectrum of possibility.

People with a dominance of well-being + education, well-being + experience, confidence + education, and confidence + experience will each tend to believe and advertise themselves to others in unique ways. These equations all represent unique *styles* of identity, belief systems and communication, all in one package. Try to find where you fit into the circular quadrants above.

A person’s location on these crossed spectra tends to be pretty durable since they have no decision-making/free-will represented. So in their native psychological state, we aren’t including an opportunity to decide to change that state on this particular graph. Psychologists would then call those general zones of identity and communication function, *temperaments*. Those are general colors of psychology that people are born into, spend most of their lives in and which act as starting points for personal growth. Temperament doesn’t change over the lifetime.

Personality, or *character*, sure does change over time! It is what you “grow around your temperament” as you go through personal growth toward maturity. Add your decision-making power to the mix, and you do have the opportunity to change and grow from your “native state” of *temperament*! We fully cover this in the next chapter. But for now...

What if you came across a person who was almost always full of confidence and experience, a real Right-brained type? This person would have a certain type of belief system—one marked by confident beliefs of a generally creative, future-pointing nature. (Remember the right-brain is all about the future). They would have a unique way of both talking to you and understanding the world, wouldn't they? To really connect with them intimately and get some teamwork going, you would need to “speak their language.”

So no matter what quadrant your own temperament tends to be in, you would need to “get on their channel” by speaking in more humorous, visionary, (and therefore) right-brained terms. You'd match their level of confidence before injecting some of your own private identity into the conversation.

This process of “mirroring and matching” people is a well-understood concept from marketing theory and psychology. People don't open up their boundary or get in a present-minded state with you unless you “join them where they're at” in terms of beliefs and even physical posture. Mirroring provides a way into intimacy with them.

The same is true of the other three temperaments. If the person is logical, left-brained and nurturing—full of well-being—they will speak logical ideas to you, slowly

consider things before responding in a caring, concerned, nurturing way. To connect with them you have to mirror them and speak their same language.

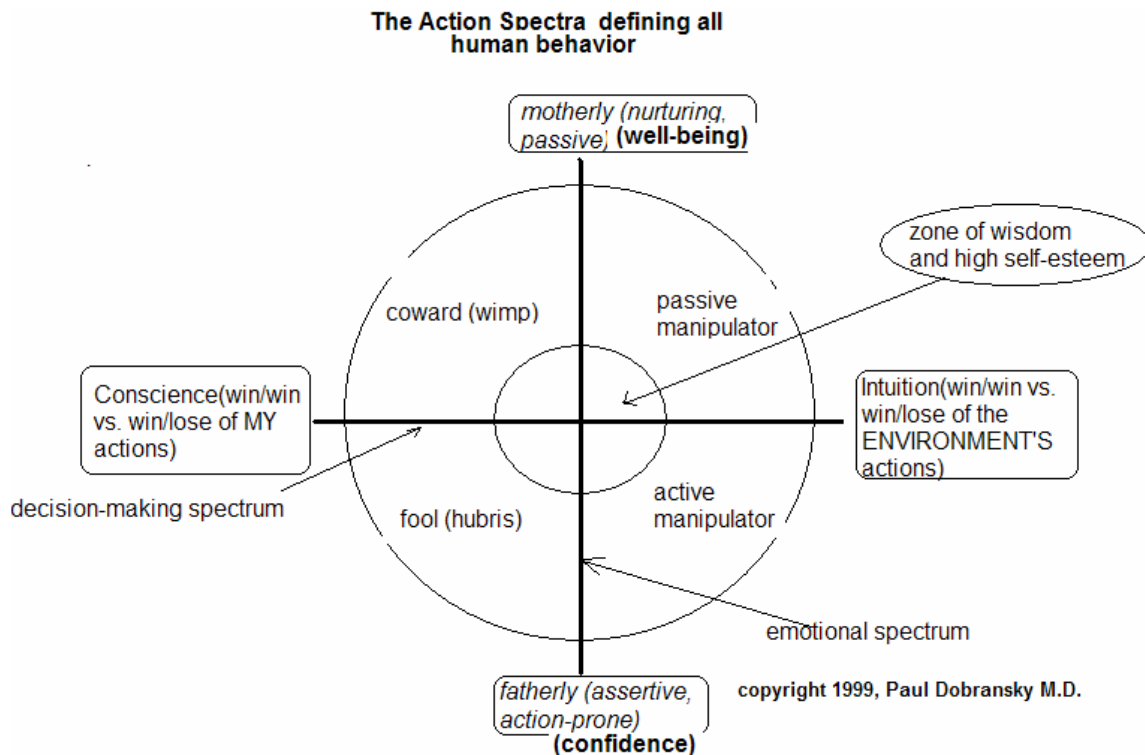
And so on with the other two temperaments. You have a leg up on the Myers-Briggs personality test now, where you can ever more simplify your relations, negotiation, and conflict resolution.

Once connected intellectually and emotionally with people, you can start to analyze and grow with them using your decision-power that is contained in *actions*.

ACTION REVISITED

What if you wanted to detect a person's typical style of taking action on things? (including your own tendencies you want to change or keep the same). You might cross the two spectra that compose action—decision-making and emotional energy. This will “peg” you or the person you are analyzing into a quadrant of function that is typical for them, unless they invoke Observing Ego to make a more permanent change in themselves.

Decision-making runs from conscience to intuition, and has a midpoint called *wisdom*. Emotional energy runs from being greater on well-being to more full on confidence—and has a midpoint of *high self-esteem*, love, or bliss. Being near the center of wisdom and high self-esteem simultaneously implies, then, that a wise and happy person will frequently take great, constructive actions. So watch out for the actions of people who are either unhappy, or unwise.



In this diagram, you can see that a person who spends most time in the upper left part of the circle takes nurturing actions of a *naïve* nature—this is the *coward or wimp*. One who spends most time in the upper right part of the circle takes nurturing actions of a selfish, and *amoral*—this is the *passive manipulator*, or *seducer*. One who spends most time in the lower left part of the circle takes confident actions of a naïve nature—this is the *fool with hubris*. One who spends the most time in the lower right part of the circle takes confidence actions of an amoral, selfish nature—this is the *active manipulator*, or *con artist*.

So think what the typical actions would be of a coward, a fool, a seducer, and a con artist. How do you know if a person is going to turn out to be one of those in their actions? Well, to put a “quantum” label on such a person there needs to be a proven track record over time. What if you have not had the time to experience their actions yet?

Well, you can instantly “feel” if a person tends to be more of a nurturer or an action-prone type, and you can “know” within a few minutes of conversation whether they tend to be more the conscientious, “take the world on my shoulders” type, or the intuitive, “look how clever I am” type—especially if you are not in an environment where there are drugs or alcohol. Those cloud up the picture.

What is missing? “Ah, ha!” you say, “their boundary function!” If they have a tendency to suffer—to want to control the things they can’t—they are going to tend to be one of the destructive type of action-takers above.

When people say the word “should” a lot, and if they have trouble hearing no or saying no when they mean it, then they are going to tend to be one of the destructive type of action-takers above. Why? Because the solidity of the boundary is a good mark of maturity, and maturity is a synonym for *constructiveness*! You see? You have an instant method of predicting the actions of others now.

If the person, however, concentrates on a balance near the center of the circle, they have both wisdom and high self-esteem, and take none of the four destructive action-types above. Instead, their actions are almost always efficient, right, and benefit society. You can get a reasonable assessment of this by the high quality of their personal boundary. These people say no when they mean it and are reasonable and accepting of rejection and disagreement when you say no.

Where do you spend the most time? If you are somewhere at the edges of the circle, then you have two character traits to work on in fixing up your actions.

If you are a nurturing conscientious “coward,” you need only work with patience and discipline on *intuition and confidence*. You grow intuition by sampling many different kinds of environments for your actions, and then making lots of decisions in them to see what works for you and what doesn’t. You grow confidence by using the Anxiety Map that we have already covered. Work on making your boundary mature and then your actions will frequently be *right*.

If you are a nurturing intuitive “seducer,” you need to work on *conscience and confidence*. You grow conscience by putting yourself in others’ shoes, interviewing those who feel wronged by you to see what effect your actions had on them. You grow confidence by using the Anxiety Map. Also, work on your personal boundary to get it more mature and your actions will start to get you better results.

If you are a conscientious action-taking “fool,” you need to work on *intuition and well-being*. You grow intuition as just stated, by sampling environments and making decisions in them. You grow well-being by using the Anger Map we covered. Top it off with mature personal boundary work and your actions will start to be on the mark instead of foolish.

Finally, if you are an intuitive, action-taking “con artist,” you need to patiently develop *conscience and well-being*. You get more conscience by allowing confrontation from those you’ve wronged, and well-being by using the Anger Map that we covered. Top that off with mature personal boundary work and your actions aren’t “con-jobs” anymore, but get you authentically rewarded by society instead.

As you work at these kinds of skills in growing healthy and in “reading” the actions of others, you’ll find that you get quite good at other complex human skills, too, like politics, power, leadership and intention.

So with that, we cross over to the last of three “crossed spectra,” the one which combines our intellect and decisions, and is called *intention*. Fantastic—this amazing human skill is like a super-guidance system for your “airplane of success.” It takes you flawlessly to your goals every time, and enlarges the size of your boundary. Therefore, it enlarges your extent of real control over the world around you.

Intention: The Opposite of Suffering

How can you always make the “right actions”? How can you always fly your “airplane” perfectly? Well, I’ll show you exactly how! You need to *prepare* for actions ahead of time using your *intention*, or what has been called *purpose*. Intention is a special, complex skill I have saved for you until now—a perfect skill that precedes perfect actions. Intention happens to be “the opposite of suffering.”

Can you believe it? All this time I told you about the thing that stops suffering—simply saying or accepting the word “no” with grace. But there is actually an opposite to suffering—one which takes suffering and turns it into a power instead. Your suffering is actually an indicator of what you really need to use *intention* on instead.

I want you to think about a grade-school saying that some people know well: “It is better to shoot for the stars and land in the mud, than to shoot for the mud and make it.”

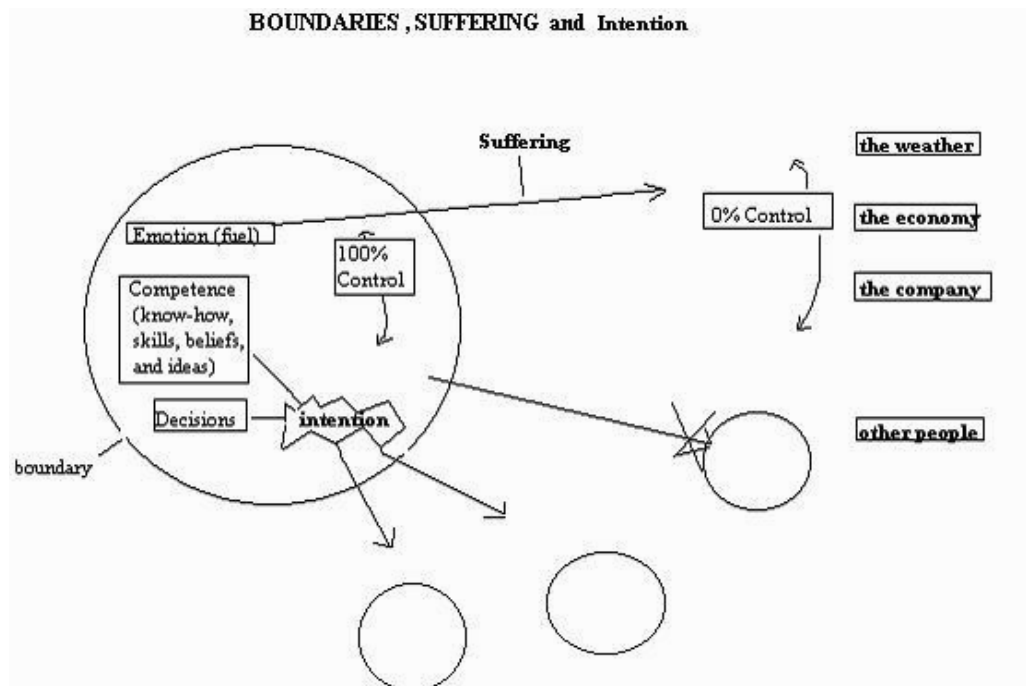
This is similar to the saying, “If at first you don’t succeed, try, try again.”

There has been much written about the word “intention” in the self-help books out there, but it has always been some vague reference to “doing your best” and accepting the results you get. That’s not good enough. I want to show you the very anatomy of intention to make it practical instead of some woo-woo snake-oil.

Intention is a way of combining both your decision-making and your intellect together, to get a powerful “heat-seeking missile” for reaching your personal or corporate goals. Intention does not add energy until the last possible moment, when you are sure to reach a goal without *wasting* energy. As such, intention is the opposite of suffering, which is “spending energy wishing or trying to control the uncontrollable.”

In the rhyme above, “shooting for the mud and making it” is suffering. But “shooting for the stars” is intention. With intention, you might “land in the mud,” but the idea is to pick yourself up, learn from it, and redirect your aim. So intention is also like your “aim,” or like a “target-sight” to a goal, a kind of “compass” for directing yourself toward a goal.

Intention: The Opposite of Suffering



Note how suffering takes the positive emotional energy called self-esteem in your boundary and wastes it on the uncontrollable. Without the planning and imagination of experience, conscience (ethics), or intuition, you are suffering, my friend.

When we use those four things: left-brain function (education), right-brain function (experience), conscience (ethics), and intuition, we are using intention to aim at a goal without wasting our valuable energy first.

For example, what if you had a goal of becoming a great actor/actress? Now, what if you live in Iowa and have never taken a course, never tried out for a play, and haven't talked to working actors to "borrow" some of their "street smart" experience, and hadn't thought of moving to NYC or LA? Do you have intention to be a great actor? No!

But if you lived in Iowa, made a security deposit on an LA apartment, planned on attending acting classes in LA and had already talked to some actor friends there, and even scheduled some auditions for movie try-outs, do you have intention to be a great

actor? You certainly do! You have made ready for your goals to be possible without suffering needlessly in the process.

Your intention is your purpose in the moment and, perhaps with some good boundary work, you may even come up with a whole-life's purpose springing from your very identity—a life's mission. You aren't *suffering*, demanding that you be an actress right now, but you are clearing the way for it to be possible.

In the case of being a great actor, is it guaranteed that you will become one? No. That is out of your control until you actually reach that goal. But you sure have a best shot at it, all because of your intention. Once all these things are ready and locked-into like a heat-seeking missile, then you are ready to commit energy to it, too, without suffering much. Did you ever hear the saying, “God helps those who help themselves”? There you go.

You will find that intention as a target-sight on your goal—or a compass for your plane—is composed of four parts. Education and experience fly you right and left like the rudder of a plane: the “book smarts” keeping your eyes on the goal and the “street smarts” making you flexible at getting around obstacles.

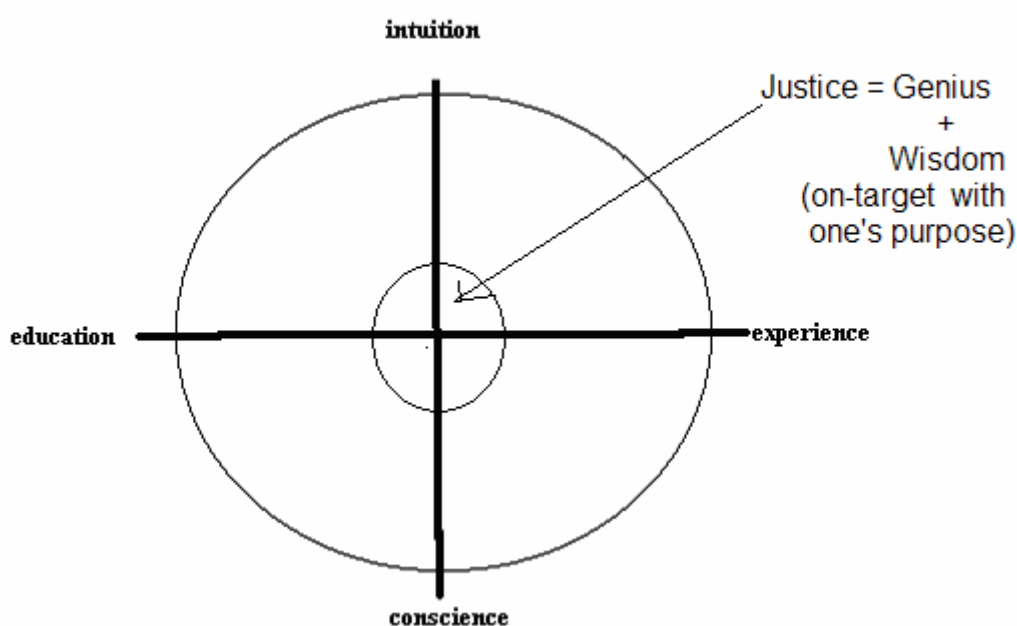
However, when we now add decisions to the skill of navigating, we find that the conscience and intuition are like “ailerons” of the wings—intuition raising your altitude to try for new adventures in new environments that you have a sense of relative risk to navigate, and conscience lowering you enough to be “grounded” in your ambitions.

What good is being educated and experienced if you go trying for goals that harm others? And what good are all your logical and creative skills if you are using them where they're not valued? You need conscience and intuition, too!

Intention is “shooting for the stars,” landing in the mud and getting up time after time to try again until you’ve made it to them. Action can perfectly follow the careful, wise planning of intention, and always be on the mark. This way action is never wasted.

Intention as a “target-sight” on your Goals: the last “crossed spectra”

INTENTION AS A TARGET SIGHT



Notice how when you are “off your mark” toward a goal, it always, always means that you are lacking in one or more of the four parts of *intention*:

1. Education
2. Experience
3. Conscience
4. Intuition

You need to correct your “flight course” frequently by practicing at one or more of those skills—to reach a *just purpose* in life. An overeducated and overly intuitive

person is another way of naming a *judgmental/prejudicial manipulator* who needs to cultivate more experience and conscience. An overeducated and overly conscientious person is a *judgmental victim-coward-fool*, who needs to cultivate more experience and intuition.

A person who is overly experienced and overly conscientious is an *ignorant victim-coward-fool*, who needs to cultivate more education and intuition. And finally, a person who is overexperienced and overly intuitive is an *ignorant manipulator*, who needs to cultivate more education and conscience in order to get cleanly to goals with purpose.

Note how the off-balance positions on the decision spectrum lead one into *pathological narcissism*.

Instead, remember that *education* plus *experience* make up the *genius*, or *intelligence* in your intellect. And remember that conscience plus intuition make up the *wisdom* in your decision-making. With intelligence and wisdom, your purpose is “on the mark” and considered by society to be *just*, as in “just cause.”

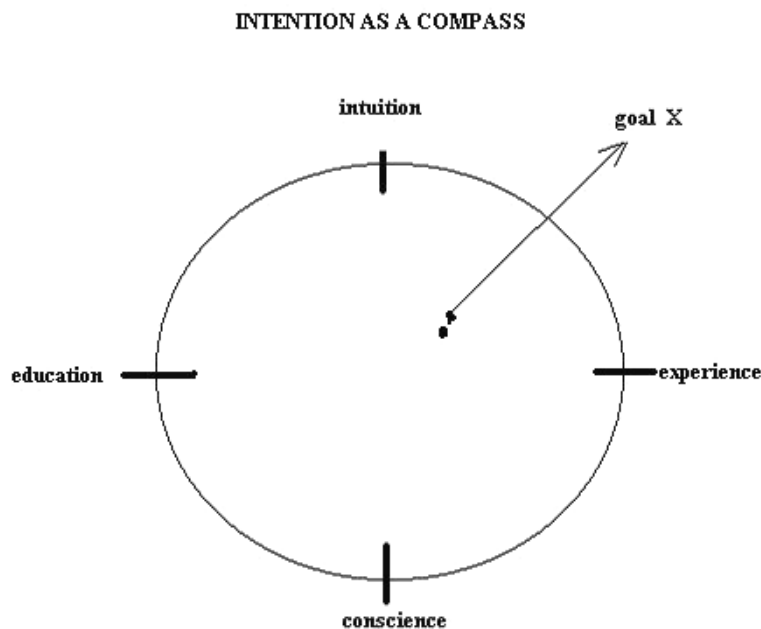
Many religions have the notion of “sin.” There is an interesting definition in Judaism, which defines sin in the ancient Hebrew as meaning simply “to miss the mark.” This implies that all people sin and none are bad to the core, doomed to be judged. One is advised to change approach, to change one’s ways and thereby not to sin anymore. Take a new “aim” with more “just cause.”

Intelligence + Wisdom makes for perfect intention and therefore, purpose in life and business. Perfect intention is called *justice*. To do justice cannot happen without wisdom, but it also cannot happen without full knowledge that comes of a situation,

assisted by a formidable education and experience. Maybe that's why only old folks get to be Justices of the Supreme Court—it takes a long time to build wisdom, education and experience.

Strive to use these in strategizing your goals before wasting emotional energy on them. Intention guarantees your energy is well-spent—like being right on top of the landing strip just before deciding to land your “airplane of success.”

Intention as a “Compass” guide to reaching your Goals



*** goal X requires much intuition and experience to obtain it, therefore, you will need to fill yourself up with more of these two**

What if we saw intention as also a “compass” or guide for flying our “airplane” toward a goal? Not only would we find that there are certain things we do “wrong” in

our intention, but may also find that by the very act of fine-tuning our intention that we effortlessly propel ourselves toward that goal!

In the example above, we need to practice more education and learn more conscience in order to get to a goal. Doing so may miraculously propel us toward it, without struggling or suffering, wishing we could make it so without any directed work.

In the “airplane” analogy, this “Compass of Intention” works through:

1. Education keeping our sights on the goal through organization.
2. Experience giving us the flexibility to keep us flying around obstacles.
3. Conscience “raising us up” to an ethical standard that is necessary to get there without going down crashing, and...
4. Intuition “keeping us grounded” enough to recognize the right environments to choose for reaching that goal within in the first place.

Fine-tuning your “Intention Compass”

What if you need work in one or more of the four parts of intention? Remember, intention is the combination of your intellect resource and your decision-making resource.

To fine-tune your education, learn how to organize—get a day-minder, take formal classes, how-to classes, practice being on time and using logic, pay attention to history, and learn from it

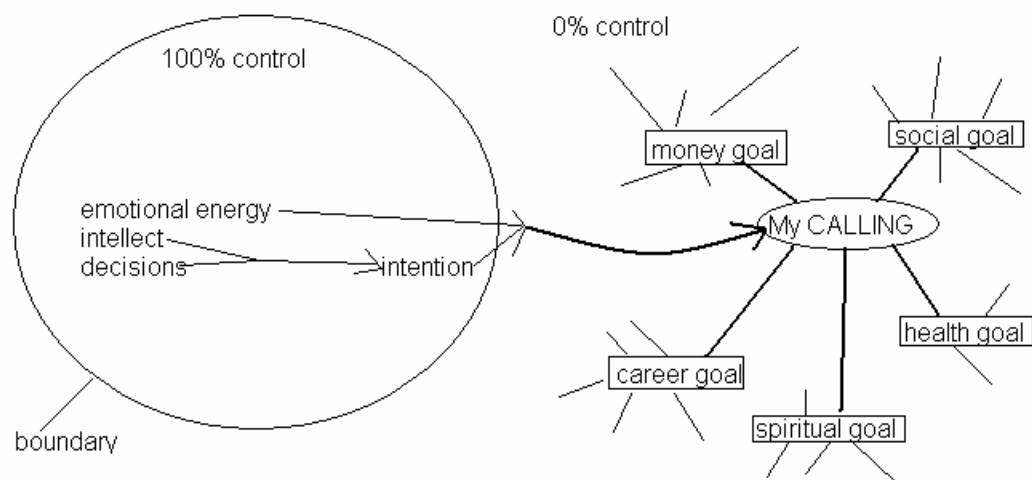
To fine-tune your experience, learn how to be flexible and tolerate disorganization, and live—go traveling, to parties or artistic events, take up a creative hobby or art, put your whole body and spirit into something that uses your five senses, socialize and get a mentor to borrow from their experience.

To fine-tune your conscience, learn face-to-face about the impact that your *constructive* or *destructive behavior* in general has on others. Be open to their opinion and experiences about wrongful behavior. Pay attention to the general feedback that society gives you, and if wise, just, more mature people than you give you punishments, you might assume that the behavior you were doing was wrong or destructive.

To fine-tune your intuition, go into various environments and live—try many different things out and catalog what ends up being destructive environments for you (based on your identity) and what seems to be constructive environments for you. Be a dabbler, a sampler of environments.

Just imagine what happens now when you employ intention on your very calling in life, your dreams in life. You have a target-sight on a singular goal that solves all of your problems and some of those of others, too.

Synthesizing GOALS into one, single "CALLING"



Notice how you could try for each individual little goal separately, but if you directly target your PURPOSE in life, your dream or CALLING, heading for that goal with intention AUTOMATICALLY meets the demands of your general categories of goals, and each little individual one.

The nature of this “calling” in life is one that brings you every success. Just as if you were interested in gathering firewood on a cold winter’s night, if you simply cut off one small tree branch, it might not last an hour. And if you cut off a whole branch, it might just last you a night’s worth of heating. But what if you chopped down a tree at its trunk? You would have firewood for the whole winter!

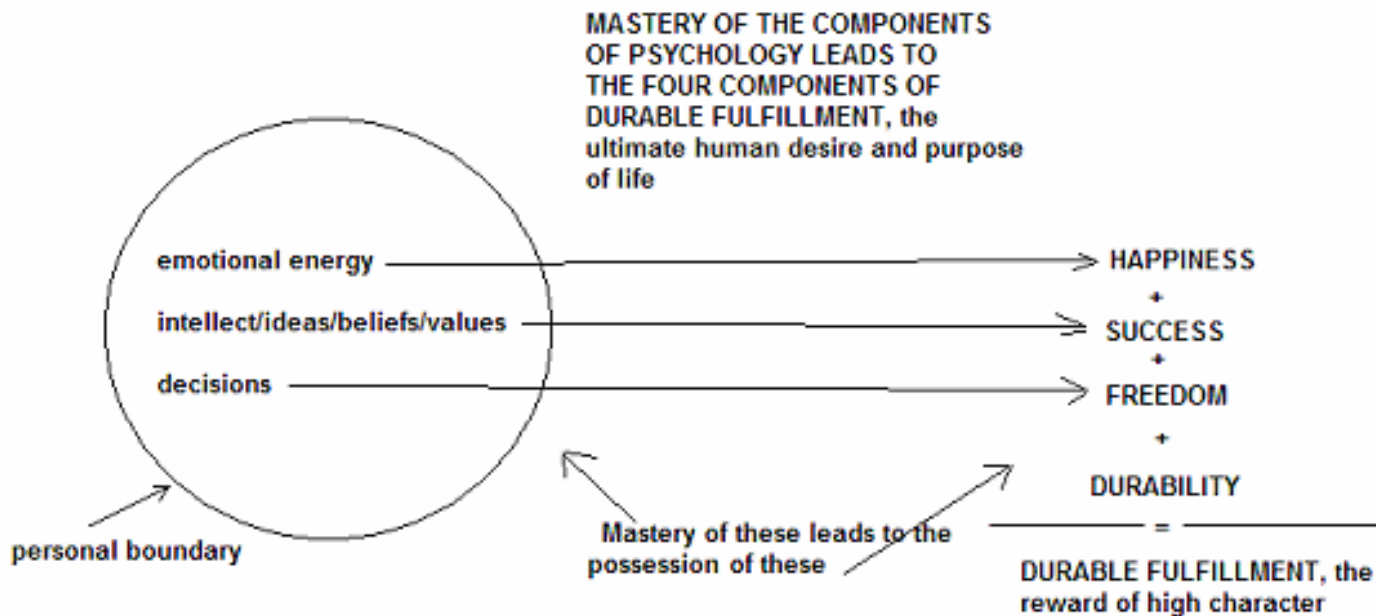
This is the awesome nature of your *calling*, or your dreams. When times are tough, even through a whole winter, those dreams of yours—your calling—can sustain you.

Interestingly, much of the nature of a calling in life also leads toward filling you up with good emotion, wisdom in your decisions and boundary strength, too. How?

When you strive for your calling as a goal, you will be put to the test of self-esteem. You will need to garner resources of well-being to nurture your endeavors, but also confidence to dare to “step outside your comfort zone.” You will make mistakes with your decisions, and find it necessary to grow the wisdom of conscience and intuition. And finally, you will have had to make solid boundaries that give you definite preferences for what your calling surely must be.

A “calling” brings all of your character-building abilities to the table, and forces them to grow. The end result, then, of following a calling, is also that rare prize of Durable Fulfillment.

Now you know exactly how to reach Durable Fulfillment, and in the process, you now have the skill to solve any problem with a solution to be had.



How to Solve any, and I mean any, Problem

First, break the problem into its parts: What part is stress, what part is failure, what part seems that it would trap you?

Next, what part of it do you control right now, and what part do you not control right now? Do not suffer—let go of what you don't control about it so that you can focus your resources on what you do.

Now you can examine your four parts of psychology, to maximize them against the portion of the problem that you do control.

How can you tune up your boundary against this problem? Can you block the problem at the door first off? Can you have doors that let in useful resources/keep out the problem, instead of walls or holes? This makes you durable against the problem.

Is your decision-making constructive and wise? Full of an equal amount of conscience and intuition? As free of “narcissism” or “immaturity” as it can be? This gives you freedom in handling the problem.

Is your intellect spending time well? Does it use an equal amount of both education’s “book smarts” and experience’s “street smarts”? These get you to goals quickly with success, especially when used as a part of intention.

How do the intellect and decision-making form a good compass for you to steer your airplane with? Are you off the mark? Correct your course.

Finally, have you mastered the fuel in your airplane? Do you constructively turn anger and anxiety into well-being and confidence through the use of assertiveness and courage? Can you “mother” and “father” yourself or your business with these in order to build self-esteem and therefore happiness?

The more *integrity* you have, the integration of all the working parts of character, the more fluid your skill at all the other human tools of life: Communication, Politics, Time Management, Power, Action, and Belief.

Maximize your ability to “read” the problem and respond to the problem with good *communication/identity* (and *beliefs*), right *action*, and with purpose, or *intention*.

You will then solve any problem that has a possible solution—by reaching psychological integration.

Let's combine all of our parts fully together now—boundary, decisions, intellect and emotional energy—and do so in the complex way of joining communication, identity, action and purpose.

You have mastered the boundary for “durability.” You have mastered decisions to have more “freedom.” You have mastered your intellect to have more “success” at reaching goals. And you have mastered emotional energy in order to have “happiness” or “bliss.” These are the four requirements to have Durable Fulfillment in life—that thing that all people have who look back on their lives in contentment. This is the thing that people who do not fear death any longer have found. And if you don't fear death, what else is there to fear? Nothing.

With Durable Fulfillment, you are freed to really live your life without fear or destructiveness. Bring “all of yourself” to the table now, in what has been called Psychological Integration.

CHAPTER FIFTEEN: MATURITY AND PSYCHOLOGICAL INTEGRATION, WHY ALL TORTOISES WIN THE RACE

What exactly is “psychological integration”? Well, synonyms for it are “enlightenment,” “integrity,” and “maturity.” It is essentially the ability to master all of the human skills and keep them in balance—to have mastered both the complex skills and the simple, making them work in perfect harmony and balance in your life. At the core, you already know what it is—a spiritual and psychological goal to shoot for, and one where each spectrum of function is balanced in the middle. It is a boundary of all doors, with no walls or holes, an emotion of durable *bliss*, an intellect of *intelligence*, or *genius*, and a decision-making skill of *wisdom*. These are the attributes of the Tortoise in our fable that got this whole journey started.

Psychological Integration is balance of the three spectra plus doors in the boundary that create *interdependence*. It is a joining of the three complex crossed-spectra disc-maps—*communication/identity*, *action and intention*. It is stable high character whose ultimate reward is Durable Fulfillment. It is balance on spectra and the midpoint of any circular map you use. It is even symbolic and represented in art—the center of the Yin/Yang symbol, the center of the Copernican solar system, the center of the Star of David, the center of the haloes of angels and the center of the Christian Cross.

Throughout the world of Ancient, Medieval, Renaissance and Modern Art, the center of a circle has always represented spiritual perfection—a goal to “aim” for but humanly impossible to reach. We all seek to be “centered”—now you see a scientific reason that we say those words.

Throughout the ages, the shape of a square has represented a very appealing shape, but not as perfect a shape as the circle has. The square represents the effort of man—his architecture, the very frames we use to mount our art within, the center of every major city of civilization is the “town square”—testaments to the works and skill of Man. Man uses squared coordinates to measure his position on the earth, on every geographic map ever made. He measures the microbes of his world and the atoms of its matter under the squared, position-coordinates of a microscope’s visual field. Man measures the squared coordinates of the tumors in his brain and the blocked arteries of his heart on a square CT-scan film. He lines up his target-sight in square cross-hairs before landing his pod on the Moon for the first time, and lines those square cross-hairs up before letting loose the Atomic Bomb on Hiroshima. And from all those troubles we face in that world, man says he wants to “find balance.” Balance of what? Well, balance at the midpoint of those three quantum psychological spectra.

These spectral midpoints of perfection cannot be reached simultaneously and durably, but they are a goal to strive toward in having integrity: Wisdom, intelligence, bliss, strength. We never quite have them all at once, nor for very long—and yet we long for them. As I mentioned, in the theology of Judaism, the word for “sin” literally means “to miss the mark.” And in missing the mark of perfection we are human and normal. The best we can do is to strive for it

If you think about this, striving for mastery of strength of the boundary, bliss, genius and wisdom simultaneously causes one to master politics, time management, economics, culture, intention, action, communication, leadership and every other human skill. So rather than mucking about in the complex skills and wondering where you went

wrong, all you really ever needed is to break those skills into their simple, elemental parts!

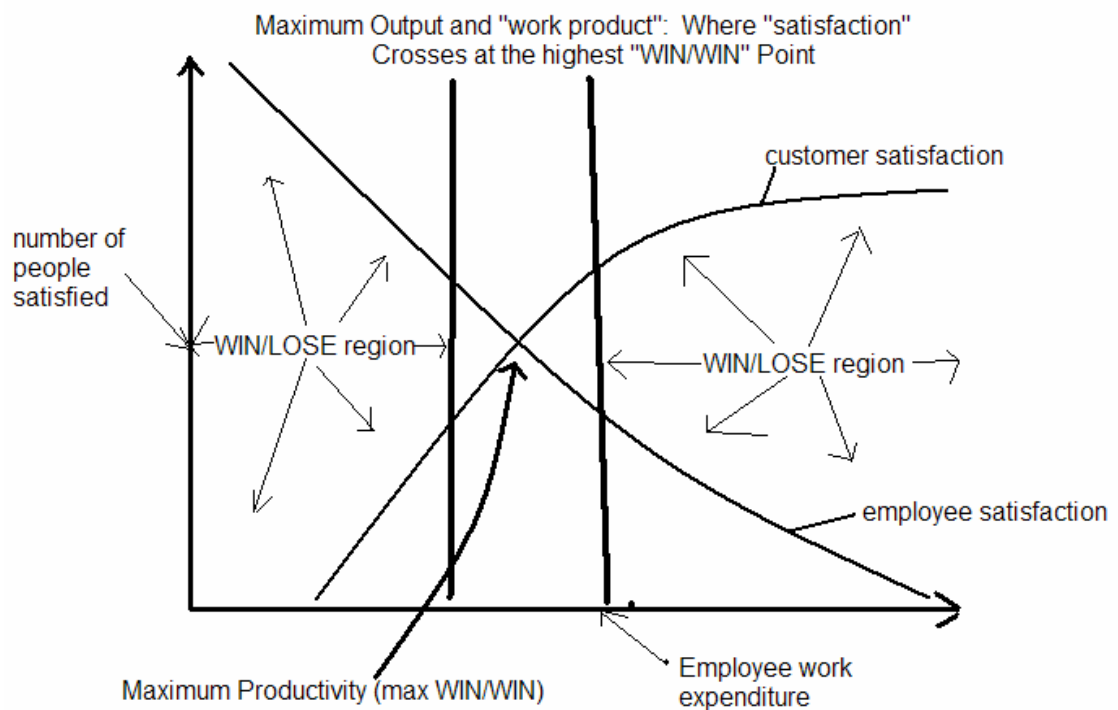
If you are working away at managing a business you will not only need those skills in your own repertoire, you will need to teach them to others, causing your employees to come together to work as one person to whatever degree you can achieve that.

At the same time, if you are a true leader and master of psychology, you would have to respect the boundaries and differences, diversity among individuals—including their level of maturity. You would have to respect the need for balance in those individuals, too, knowing full well that a life is not just work, but as Benjamin Franklin said, “Work, play and rest.” There is more to life than business, and yet respecting this tenet also leads business to overflow in accord with the win/win mathematics of John Nash’s Equilibrium.

Without respect to these principles, your business will suffer in intangible ways such as workman’s comp, culturally low morale and high personnel turnover. Work smarter, not harder, could be restated, “Work with genius, wisdom, bliss and great boundary doors, not just harder.”

If you looked at a curve marking customer satisfaction crossing employee satisfaction, you would see an inverse relationship. Since the “customer is always right,” the unending demand for more value for less money inevitably falls on the shoulders of a company’s employees. But even if a company thought of them as merely machinery at worst, it would still need to maintain that machinery, or else see it fail in inexplicable ways. The only way to control the picture is to infuse employees with the currency of

psychology—give them time, energy through friendship and pats on the back, and freedom to grow and contribute, with boundaries that imbue them with strength. Know right now that without servant leadership, there is a maximum output, a peak production, marked at the single point where the curve of customer satisfaction and employee satisfaction cross.



And the only way to get that curve up higher in production is through managerial creativity—not on the shoulders of employees working harder.

That “cross point” is the current maximum win/win situation, and only management and employee personal growth can move the employee satisfaction curve higher to match super-high customer satisfaction. Get higher customer satisfaction durably, and you get both higher sales and market share. Think of it—it goes back to John Nash’s Equilibrium.

If you are in business and there has been nothing else extremely valuable about this book, then you need to pay attention to the paragraphs that follow and the graph above. We've mastered the four elemental parts of psychology, right? Boundary, decisions, intellect and emotional energy. Well, have you heard of the Gallup Corporation? The Gallup corporation is a polling agency that has discovered something remarkable about employee satisfaction, and it has nothing to do with salaries and benefits. They found that satisfaction is almost entirely dependent on the answers to twelve questions.

1. I know what is expected of me at work. (boundary)
2. I have the materials and equipment I need to do my work right. (intellect)
3. At work, I have the opportunity to do what I do best every day. (boundary and identity)
4. In the last seven days, I have received praise or recognition for doing good work. (emotional energy source)
5. My supervisor, or someone at work, seems to care about me as a person. (emotional energy source)
6. There is someone at work who encourages my development. (mentoring, emotional energy, intellect and freedom to grow)
7. At work, my opinions seem to count. (intellect)
8. The mission/purpose of my company makes me feel my job is important. (identity, boundary)
9. My associates are committed to doing quality work. (intellect, boundary)
10. I have a best friend at work. (emotional energy source)
11. In the last six months, someone at work has talked to me about my progress. (intellect, emotional energy source and freedom to make decisions in growth process)
12. This last year, I have had opportunities at work to learn and grow. (all psychological resources, and the whole point of spending the limited time in your life)

Wow, do you see something going on here? The Nash Equilibrium mathematically proves that your company will suffer or fail if it doesn't operate in a win/win way that causes both employees and customers to benefit and grow. Personal growth is all that matters to people about work, or any expenditure of their valuable time.

I once had a chief resident on surgery rounds who said, “If we aren’t either learning or having fun, then what are we doing here?” He was right. All the questions that define employee satisfaction above are also aspects of an individual’s character, and therefore their personal growth. Since a company is made up of individuals and is also legally defined as a person, then company growth stops when employee growth stops. The company itself regresses to lower character.

So what if you want your company to always be rising in profit, sales, reputation, and market share? The only way to do that is to have durable increase in customer satisfaction. The “durability” part comes from respecting the individual personal boundaries enough that they all contribute to the company boundary with all their internal resources, too. Yet the Nash Equilibrium dictates that if all other variables are unchanged, there will be a maximum possible output. It will diminish in the long term if worker effort is raised without further encouragement of their individual personal growth. Even though in the short term you can profit by working employees to death, they will tire in the long term, and so will your company. Nash’s mathematics irrefutably prove it.

So the only way to raise maximum output to match even higher customer satisfaction is to allow employees to grow, and to contribute to and encourage that growth. Do this, and your company will be psychologically integrated. You can do this as a manager in four ways that we know well, and they will naturally include all the questions in the Gallup Poll:

- 1.) Personal Boundary—you must allow individual identity and accomplishment to flourish. Encourage doors instead of holes OR walls. And remember that the boundary dictates that a balance of independence and intimacy—or interdependence—is always the way to go. It dictates that there is no “right” and “wrong” opinion on a matter—just “everybody right in his or her own way or opinion.” The highest “right” answer is the average of the sum of everyone’s opinions. And finally, the highest mark of maturity is

to “agree to disagree” and still be committed to each other when it comes to boundary function.

2.) Decisions—you must allow as much employee freedom as possible, encouraging win/win thinking and behavior, and seeing destructive behavior not as “shameful,” but as “off the mark,” guiding it toward constructive behavior by demonstrating how much better the win/win approach benefits their conscience skill. Intuition skill is built by letting employees “cross-train” and find out what different jobs and business environments are like.

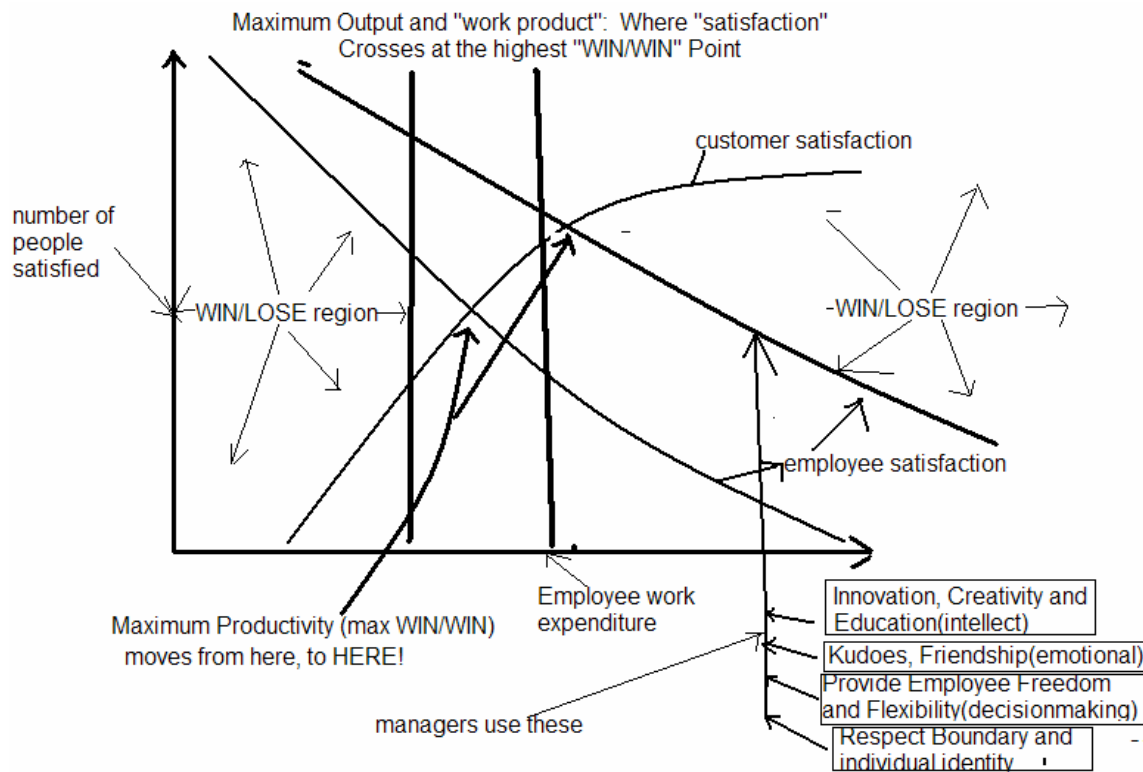
3.) Intellect—you must sponsor employee education opportunity and experience opportunity, and show how they work together to produce an equal balance of personal and company success. Remember the “airplane of success.” Encourage employee contribution from their educations, and encourage the creativity growth that allows individuals to shine.

4.) Emotional Energy—you must provide “pats on the back” that are emotionally genuine and personal, not prefabricated awards and forms that don’t mean anything and are an obvious corporate manipulation or patronizing gimmick. Allow sources of energy—family involvement and tolerance for duties, spirituality within boundaries, friendship within boundaries, and mentoring or servant leadership rather than dictatorial mandates.

These are the only elemental ways to comprehensively raise the individual and personal growth of a company’s most valuable asset—its employees. Therefore, they are also the only way to make that employee satisfaction curve rise higher, to match high customer satisfaction. Therefore, employees are the only way to reach a higher maximum output that causes durable increase in sales, profit, and market share—company growth.

A company can provide higher technology and innovation to help employees intellectually. It can provide more mentoring, friendship, and family duty tolerance to help them emotionally. It can provide more freedom to be innovative, creative, and structure their time in ways unique to their identity, as well as providing boundaries around duties, roles, and division of labor to help their boundary. Servant Leadership on

the part of management encapsulates all of the above, and raises the curve from, as author Jim Collins says, “Good to great.”



This is the only way to produce an “integrated company,” a company whose collective character and therefore, Durable Fulfillment, is the highest. These are the Carnegies, Mellons and Microsofts of the world—the businesses built to last.

As we learn about integration, we find that it implies to whole groups of people, or just to the one most important in the world—you.

So this chapter is dedicated to bringing all we know together—to help yourself take all you’ve learned, program it into the computer of your mind, and eventually to master it enough to let it run it smoothly in the background, essentially as a set of autopilot “habits” that you don’t have to be constantly analyzing to get good results.

What's more, in bringing all these skills together in yourself, you may see that you are far more effective in teaching it to others, and thereby running your business well. You will then have learned to get others to operate together in harmony—all in a way that totally respects their individual boundaries and the rights and resources contained within them.

Your company is a person, and that person is made up of the intellect, energy, decisions and individual boundaries of its employees within.

From mere “problem-solving”, to Psychological Integration

The interesting thing about bringing all of the four elements of psychology together—boundary, emotion, intellect and decisions—is that when you view their operation in synchrony, you can actually start to “plot” a location in a single point that represents your current psychological function. You can see this “point” representing your current function, and at the same time see the “spectra of possibility” for behaviors you could change. This is how Observing Ego allows you to see psychology as a quantum phenomenon, and I cover all you could want to know on crossed spectra of behavior in the KWML ecourse and KWML Mastery DVDs at the website.

SERVANT LEADERSHIP FOR PSYCHOLOGICAL INTEGRATION

A “servant leader” is characterized by not only mastery of politics, power and communication, but by intelligence, too—someone who has spent time learning many fields and human behavior itself, and is capable of teaching all of it to others. Maybe that is the same as the old Platonic/Aristotelian ideal of “philosophers” as leaders, but so be it.

If you run a company, family, community or nation by mere force or fear or money alone, you are on the shaky ground of narcissism and False Self. You will not last, and people will not be truly loyal to you. However, if you have built your character and psychological maturity so strong as to approach *integrity*, you will find that people won’t leave you alone, even if you are temporarily failing at your ventures.

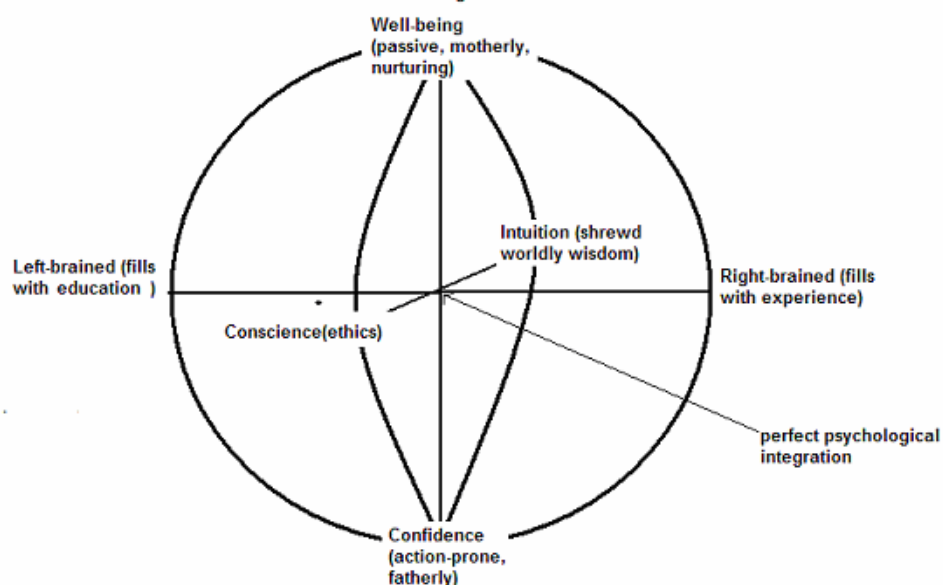
To run a company or be a leader, you can’t simply be mature and set examples; you need to have the *intelligence* to teach others to rise up in their character, too—the ultimate in win/win behavior that has been called *generativity*. Generativity is “giving to the next generation,” a kind of fatherly, mentoring role for others that doesn’t simply pay them or inspire fear in them to get their allegiance. Rather, it parents them toward higher maturity and a joint goal of Durable Fulfillment.

In your efforts, I hope that you can help others along in this way, so that they, too, can find strength, bliss, success and freedom along with you. As you do so, you will find that the members of your organization (business, family or otherwise) start to work toward goals in synchrony, and in a way they truly believe in—because they can feel the rewards coming, bit by bit, into their personal lives, as well as at work.

In this way, you can get people to bring their “whole selves” to work—which is an interesting term, synonymous with their own *integrity*.

Psychological Perfection: A Goal Never to be Reached, but a Guide to Life

a 3-D x-ray view of the Psyche: the three internal psychological resources: Emotional Energy, Cognitive/Intellectual data form, and Volitional/Decision-making source balance



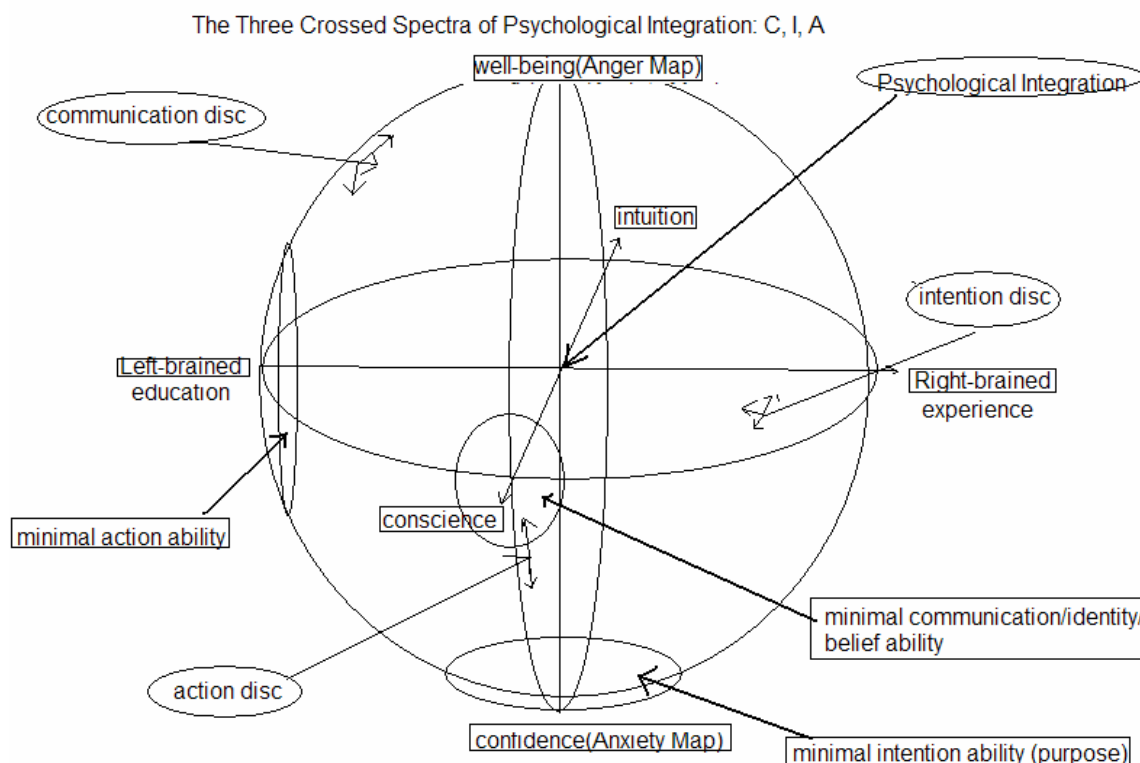
Let's try merging all three crossed spectra—identity/communication, action, and intention, or purpose. Now you have a 3D sphere where your current psychological function is represented by a point on a Cartesian Coordinate system. This is your full-view, quantum psychology—your psychology operating by the same rules as an atom!

Just look at this fantastic diagram of all that you are inside! Instead of just showing two spectra in 2D form, we are showing all three inner resource spectra together, in crossed axis, Cartesian-Coordinate form on a spherical grid. What this means is that you can now plot your exact position of psychological function in terms of all of your inner resources. Perfection of psychological integration is located in the center.

If your function is a bit destructive, your “point” will be either above the plane of the paper into too much conscience and naiveté, or below the plane of the paper in too much intuition and amorality. So any human behavior state is represented somewhere in the sphere, and now you know exactly how to adjust your course to move toward that center. Why? Because you know exactly how to build conscience, intuition, education, experience, well-being and confidence!

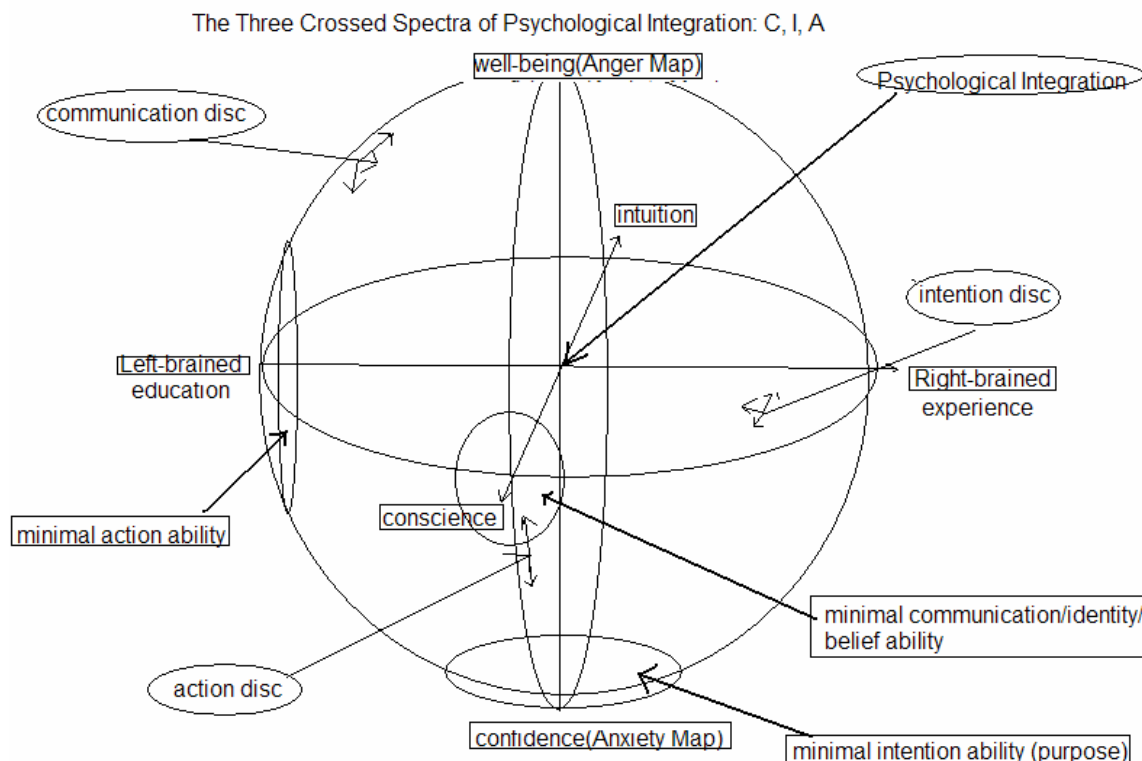
Using these six skills plus putting doors on your boundary instead of leaving holes or walls will always help you move toward more Durable Fulfillment, psychological integration and leadership position in society, your company, community or family.

Now take notice of how there are actually three 2D discs in the sphere when there is “perfect” function of one of the three inner resources of emotional energy, intellect, or decision-making:

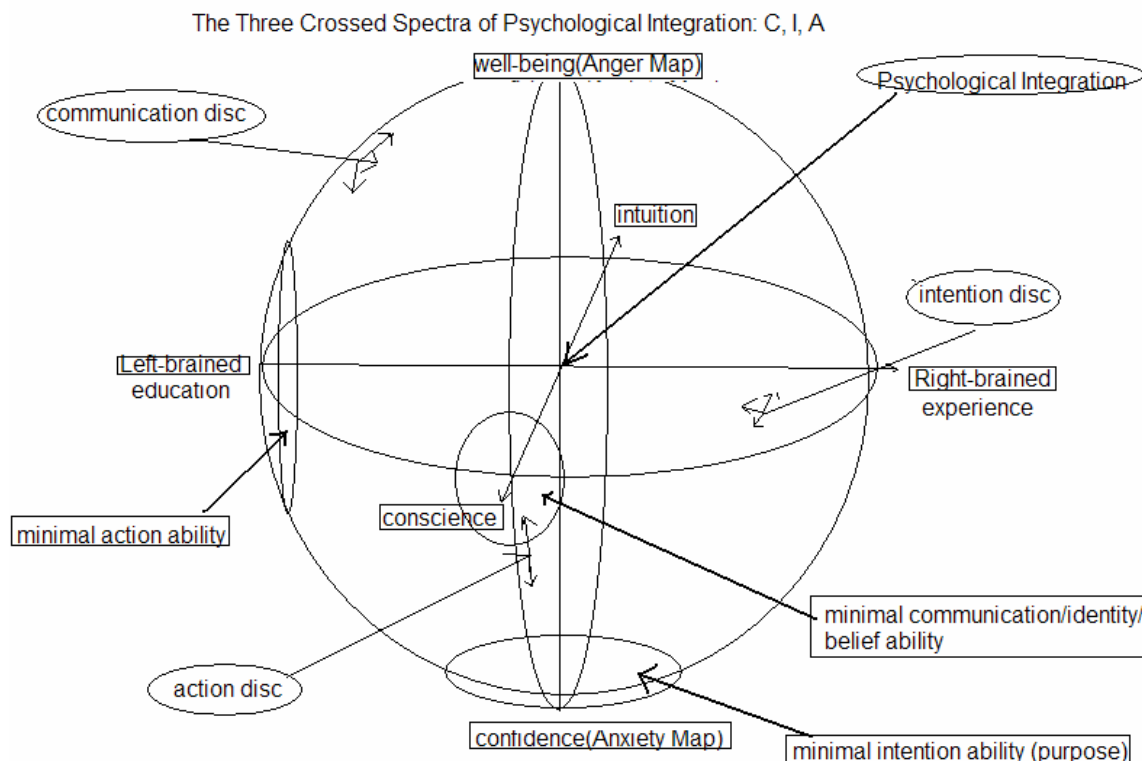


You have “maximum” *communication* ability when your decision-making is also “perfectly” in *wisdom*. You have “maximum” *intention* (or purpose) for your life when your emotional energy is “perfectly” in *bliss*. And you have “maximum” *action-taking* for your life when your intellect is “perfectly” in genius mode or *intelligence*.

This graphical way of looking at behavior is simply showing us that to get maximal function out of any one skill or complex, combined skill, the balance of the others with it—*integrity*—gets us there automatically.



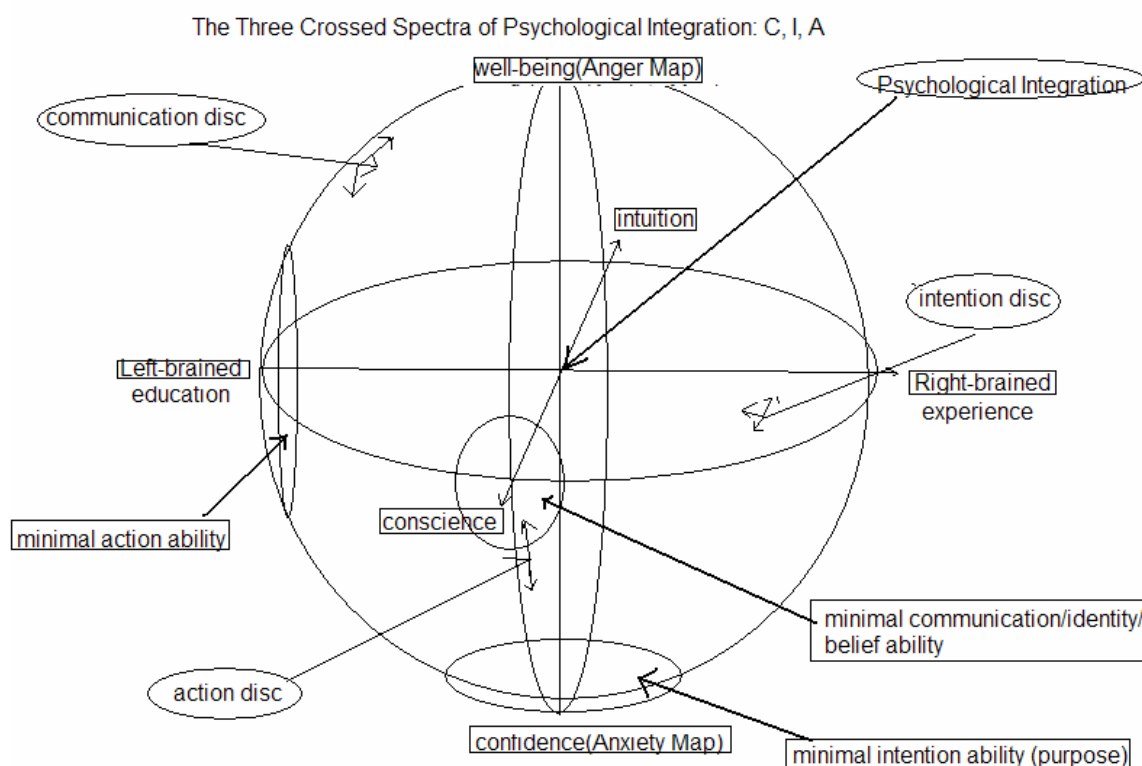
When we are far out on the edge of the sphere in character deficit, some of our “combined” human skills diminish. For example, if you are overly obsessive and lacking experience intellectually, the disc representing action significantly diminishes the closer you get to extreme obsession. If you are so “obsessed” with something that you cannot think of anything else, then when in the world are you going to take action in your life? You are “locked” in your head.



Another example would be if you are very naive, far out on the decision axis toward conscience, and lacking intuition. At that point on the axis, your ability at communication (and, therefore, belief in your identity) will severely diminish, causing you to “lose your sense of self,” and others to not have a good read on what you are all about or believe in. Your individuality diminishes, and you feel both trapped and without a solid identity. People who are overly guilt-ridden and unaware of all the various environments there are out there to try start to feel this way—trapped in their own morality and environment, a number in the crowd and lack any unique voice in society.

Further still, what if you are an overconfident person who is go-go-go all the time, and you lack the nurturing of motherly well-being in your life? You will see that the size of the disc for intention diminishes sharply, the further out you go into confidence unbalanced by well-being. As a result, you lose a sense of purpose—the ability to plan

out and get to what your goals are for life. Always frustrated with your busy schedule, and never growing your boundary size to where you want to be in life—much like the Hare in our original fable, who tries very hard to hop along, only to find that all that energy didn't win him the race. He didn't stop to strategize.

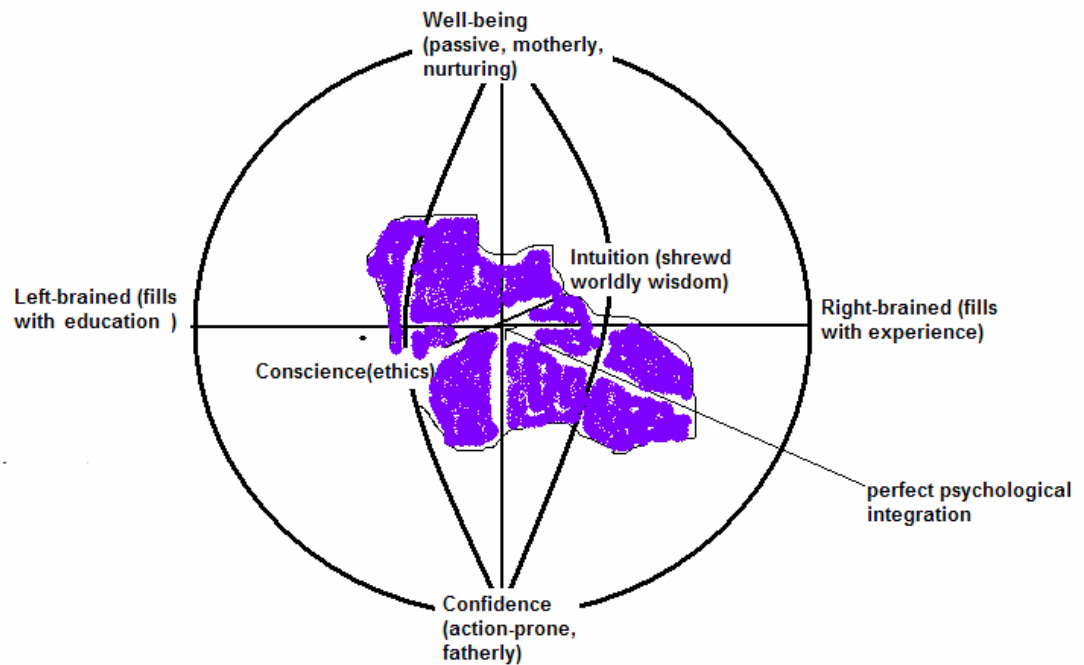


Now you see how combining all our resources in this kind of diagram helps us analyze any personal or business problem, even if they are very complex problems in need of very complex skills.

We can even plot multiple peoples' function within the sphere, or in any disc within it, in terms of personnel breakdown of a company or human group, to analyze the *group skill and behavior* of that company! Remember that I told you several time in this book—a company is legally a person. And so, all of the individuals in the company add up to make the total function of the company as a whole. You actually can plot a

diagram like an inkblot that essentially shows the exact shape of the “soul” of your company by doing this. (And my company can come in and do that for you in detail, providing instruction on corporate psychological change).

a 3-D x-ray view of the Psyche: the three internal psychological resources: Emotional Energy, Cognitive/Intellectual data form, and Volitional/Decision-making source balance



Above is a sample plotting of the very “shape” of a company’s “soul,” or “group psyche,” where a dominance of the employees are in the Warrior Temperament, and have good ethics. They have a generally good balance of psychological function and good character though.

A company in trouble will have a very skewed diagram plot, out of balance and with much of the function in the sphere’s outer edges. Interesting, right? But now we know exactly what to do to fix the problems of such a group or company.

These “master diagrams” such as the sphere, the discs within it, and the anger and anxiety maps represent an easy “graphical interface” for you to understand all human behavior with. In this sense, they are like the nature of Windows™ operating system.

Mind OS, then, as the operating system of the human mind does work just like Windows--phenomenologically simple-appearing, visual and easy-to-use with normal, everyday words on the surface.

But “underneath” the pictures, as in a computer’s “machine code” or “source code,” there is complicated and elegant science at work, a true unification and synthesis of the ideas of dozens of former theories such as self psychology, cognitive-behavioral therapy, psychodynamic and Freudian therapy, object relations, Jungian theory, dialectical behavioral therapy, cognitive science and AI, positive psychology, NLP, and a host of others posited in both hard science and the self-help industry

A sphere, whose center is “perfect” psychological function, with wisdom, genius or intelligence; perfect, durable bliss; and perfect character ,whose reward over a lifetime is “perfect” Durable Fulfillment, is a goal that is impossible to reach, for that would be the functioning of God. These traits are only something to aim for, and be content with doing our best.

But from a symbolic and theological sense, notice something about my integration diagram: we humans like to measure things in square, or Cartesian Coordinates, and, yet, those coordinates are cast within a circle or sphere, known to be the “perfect” shape, the “shape of the Divine.” And so built into this diagram is the symbolic notion of man in the terrestrial measure, aspiring toward the impossible to reach “Divine” measure.

Since in the Judaic tradition, the literal Aramaic translation of the word “sin” is “to miss the mark,” then we imperfect humans will always miss the mark of Divine perfection. We will always be imperfect. However, we can always be working to

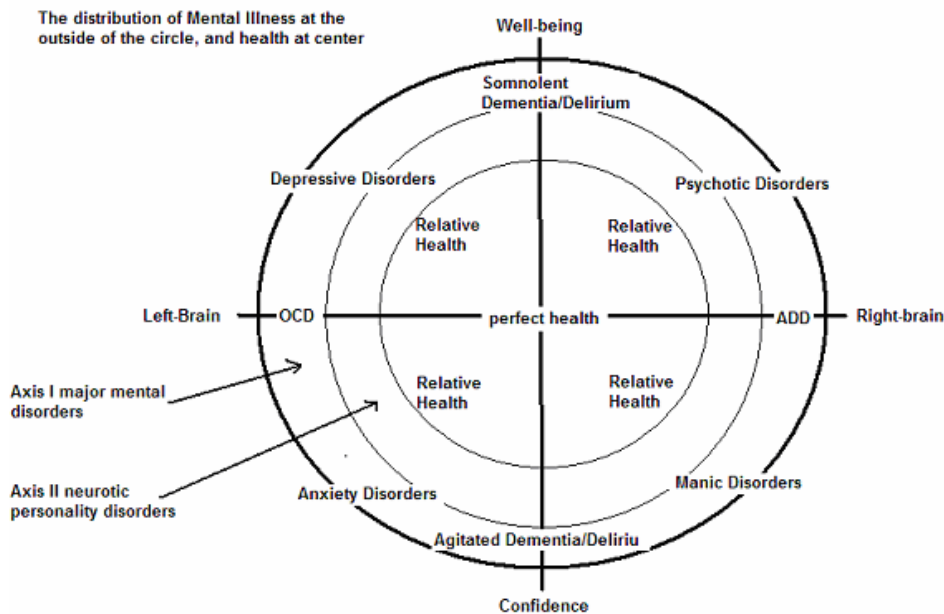
improve our aim, to be more on the mark of high character that God condones and loves us to aspire to.

Let's end by going back down to the level of an individual and his or her general psychological "health."

These kinds of diagrams are not just self-help. They directly correlate with the phenomenology of psychiatric science, too. I do not want to go too much into it here (maybe a separate book), but all of the working parts of your psyche also correlate with the relative health or diseases well-known to psychiatrists. In fact, you can even plot the exact locations of "areas of function" for each and every psychiatric illness in what is called the DSM-IV, the bible of psychiatric diagnosis.

In the DSM-IV, what are called major mental illnesses or "Axis I Disorders" are simply very far "out of balance," seen in the outer ring of any of my diagrams. The personality disorders, or so-called "Axis II Disorders" are functioning in a second, inner ring. Problems not diagnosable, which used to be called "neuroses" are located further in the rings still, and then a ring of relative mental health—not exact center, but close.

Psychiatric Illness vs. Health

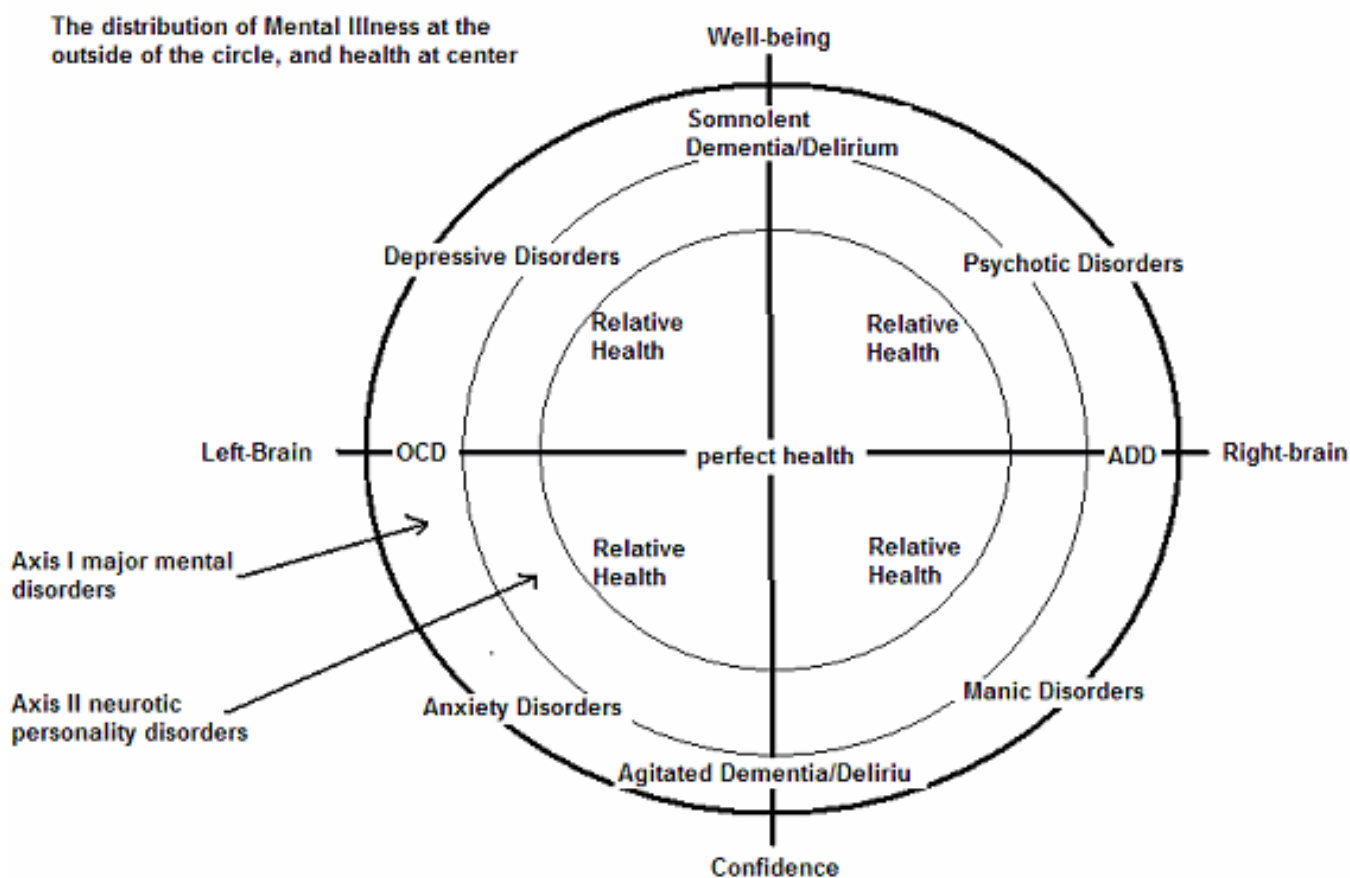


All this talk about ancient kings and warriors. How does it connect to modern health and illness?

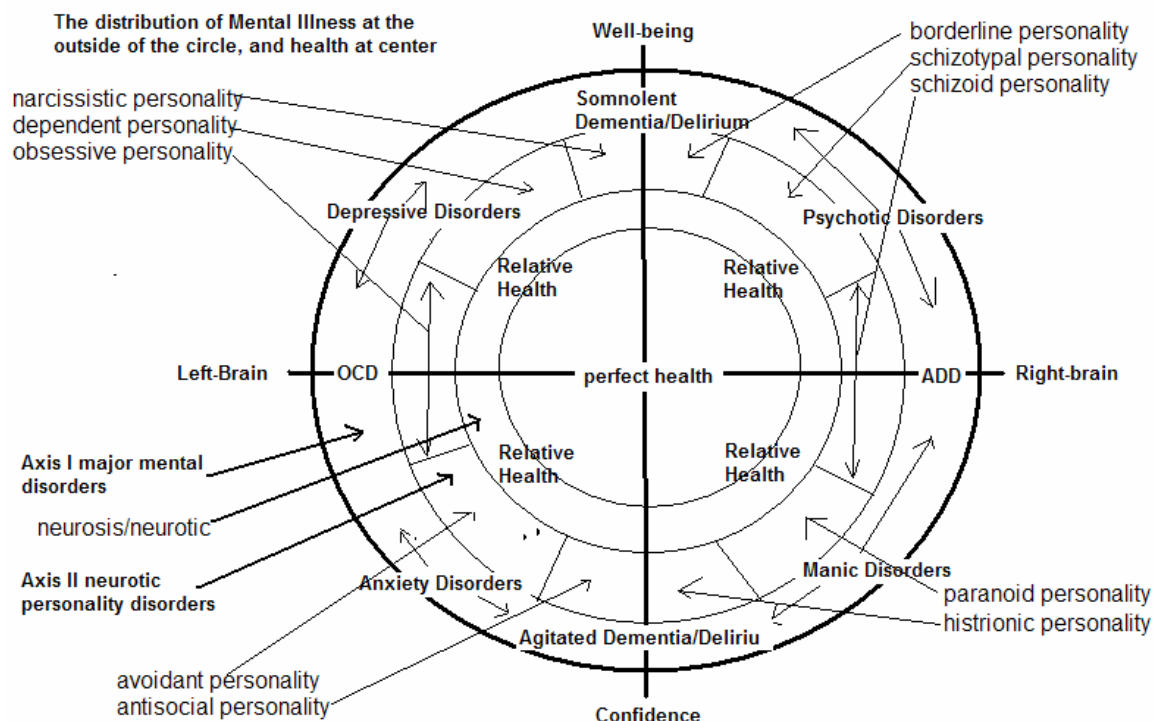
Well, as we learned, “phenomenology” is simply about “what you see on the surface,” without necessarily explaining what is underneath, operating.

The ideas of Mind OS are timeless. They explain what we know of the various theories of psychology, put into one synthesized, unification theory model. As such, the phenomenology of modern psychiatric disease classifications would be seen at left, with “Axis I” disorders far out into unhealthy regions, “Axis II” or “personality disorders” a bit more functional in society, and then relative psychological health near the center of the circle. At any given time of any given day, you could actually plot your psychological function at a point on the graph above. Then one could

phenomenologically say whether you have a particular psychiatric illness, a character problem, or relative health.



Depressive disorders are located in the quadrant of the King Temperament; psychotic disorders are in the Lover Temperament; manic disorders are in the Magician Temperament; and anxiety disorders are in the Warrior Temperament. Interestingly, the personality disorders (Axis II disorders) perfectly correlate with the symptoms of the more severe Axis I disorders in the outer ring around them.



Interestingly, many of the personality disorders resemble some of the major mental disorders only like the penumbra of a shadow—they are relatively more functional, but still with some imbalance of the four elements of psychology. As such, borderline, schizotypal and schizoid personalities all resemble psychotic disorders for a very good reason, you see. Paranoid and histrionic personalities resemble a manic person with bipolar; avoidant and antisocial personalities can resemble anxiety disorders; and narcissistic, dependent and obsessive personalities can also get easily in a depressive disorder.

People with borderline and antisocial personality often pair up as friends and lovers, as do narcissistic and histrionic people—they can often even look like each other. Why? Because of that False Self we discussed earlier, when we put on airs as if we are the opposite of who we truly are.

These people are just jumping directly across the circle in psychological space, which is why they are often attracted to each other, too—in a strange sort of way, folks with opposite personality disorders complement each other, as do depressed and manic people. The ideas of self psychology join together with psychodynamics in this way and, in a moment, you will see even with Jungianism.

Certain disorders correlate phenomenologically with the four Jungian Temperaments. The King Temperament correlates with folks who get depressed or have narcissistic, dependent or obsessive personality disorder, as well as folks with this kind of neurotic problem. The Lover Temperament correlates with psychotic disorders (love is mad!), borderline, schizotypal and schizoid personalities. The Warrior Temperament correlates with anxiety disorders, and avoidant, antisocial personalities, and the Magician Temperament correlates with bipolar manic disorders and paranoid and histrionic personalities.

You now see a way to very much tailor therapy for these kinds of disorder, and how a true synthesis of all the schools of psychology into one integrated model is quite helpful. This is a true unification of psychiatry and self-help.

But this model leaves out the biology of illness that can only be helped totally with medicines. Back to the beginning chapters, you may recall that all psychiatric problems have biology, psychology and stress to them as causes. We have covered only the psychology and stress parts of illness.

The biology part often needs medicine to help it. But while this is not a course in medicine or meant as a medical treatment, the food for thought in this seminar is hopefully helpful for people in the psychology and stress areas, a reminder that you have power to do good things for yourself and your mental state, through your decisions, actions and character growth.

Character growth is something that used to be comprehensively taught through psychoanalysis, the only form of therapy that is so deep or technological as to be able to do this. And for millenia prior, it was the teachings of organized religion that accomplished the same thing for people.

These ideas are in line with any individual's personal spirituality and can work hand in hand with it, encouraging it. If you look at some of the words we use in Mind OS, notice that things like regret, revenge, worry, complaint, jealousy, destructiveness, hurt, loss, impulsiveness and others are often mentioned in religions also, as sins for example. Now you see where science comes in to those old, wise spiritual teachings on human character.

What all this means is that the formal academic designations for psychiatric illness perfectly correlate with the more philosophical graphic design of the MindOS system, and normal everyday self-help and pop culture terms. In other words, biology and psychology do have a direct relation through this system. Future uses of the above diagram may prove useful for predicting the effectiveness of certain classes of medication.

Since the design of this whole patented system applies to energy systems and their forms, it will be useful for many future developments in science and psychology.

Mind OS: the operating system of the human mind

Thank you for reading perhaps way more than you bargained for. This body of work represents a global encyclopedic model of psychology—the only true unification theory of psychology and totally visual representation of it. It is the culmination of my entire adult learning efforts, in science, in self-help, in meeting thousands of people and learning from their unique stories, from the study of many of the world’s major religions, and the study of mythology and the writings of the likes of Joseph Campbell, Carl Jung, Freud and others. You may not use it on a large corporate scale in your business, healthcare or coaching program to profit from without a license. I have a definite “boundary” on that and have copyrighted and patented all this work. However, for your own personal use or not-for profit business use, feel free to explore the model and your own mind.

It is meant simply to be an alternate view for your consideration, food for thought, a push toward curiosity about the wonders of your life.

While it is elegant, meaning “simple on the surface, but synthesizing of the complex underneath,” Mind OS is intended for your use in personal life, business, conflict resolution, teambuilding, sales and marketing strategy, relationships and romance, and any other human endeavor involving groups of people who want to work together to find fulfillment.

This is the very operating system of your mind. Now you are fully trained in how to use it, repair it, communicate with others with it, succeed with it, be happy with it, find freedom with it, and all of other skills that mature, fulfilled people enjoy.

Thanks for reading.

Each and every one of the principles you've learned apply to groups as well as individuals. A business is considered to be a "person" as a legal entity. A business has a boundary, decision-making, intellectual property and a "brain trust," and emotional energy that it runs on. As we know, energy can be converted into any other type or currency. So to run a business well, you must run its psychology well, too.

Feel free to refer other individuals and businesses to Mystery Industries, L.L.C. and the Mind OS™ products, seminars, trainings and services through www.doctorpaul.net for men, and www.womenshappiness.com for women. We appreciate you!

The material presented here is not meant to be medical treatment, but simply entertainment and food for thought to get you more interested and involved in running your life's course.