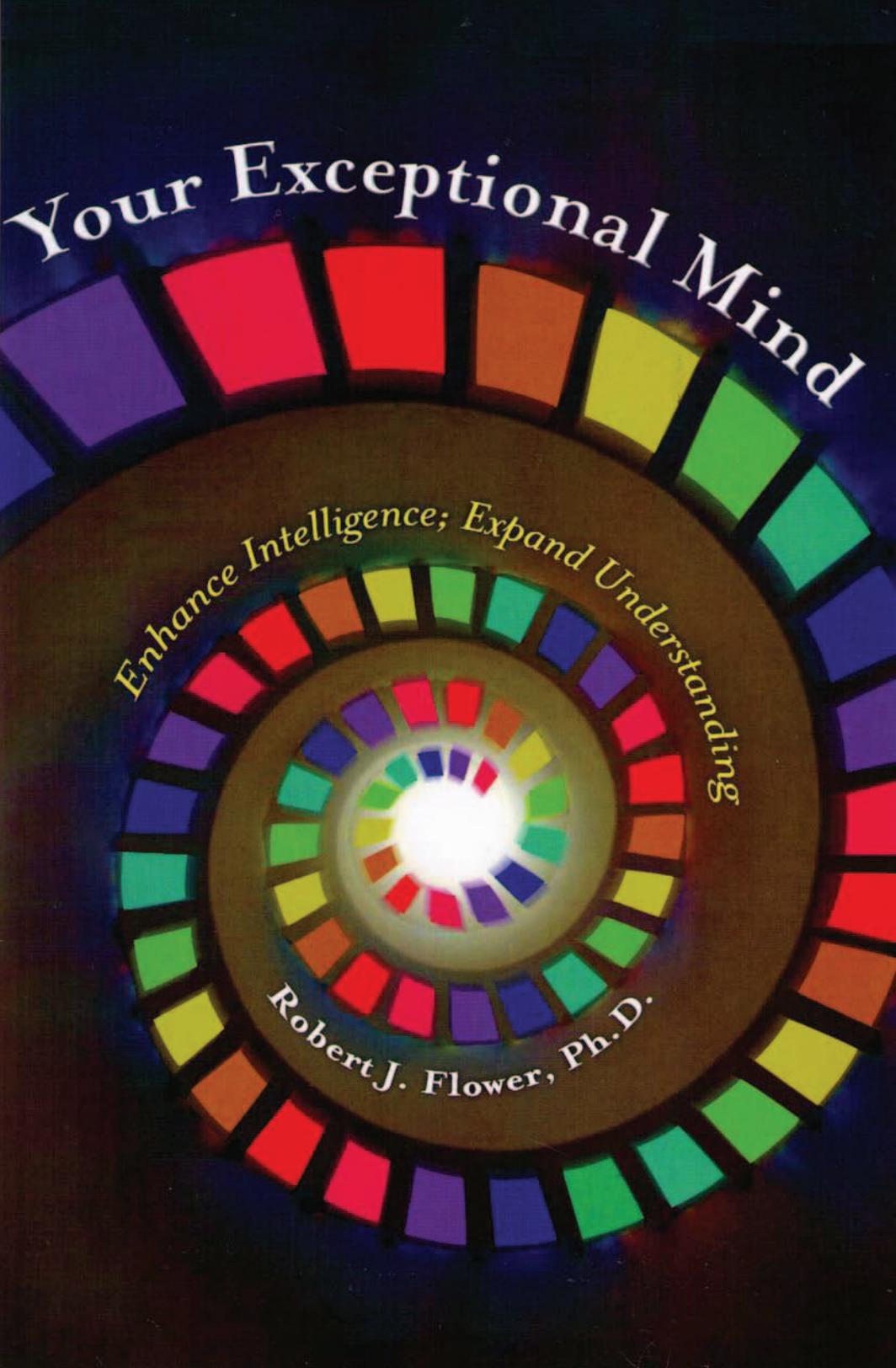


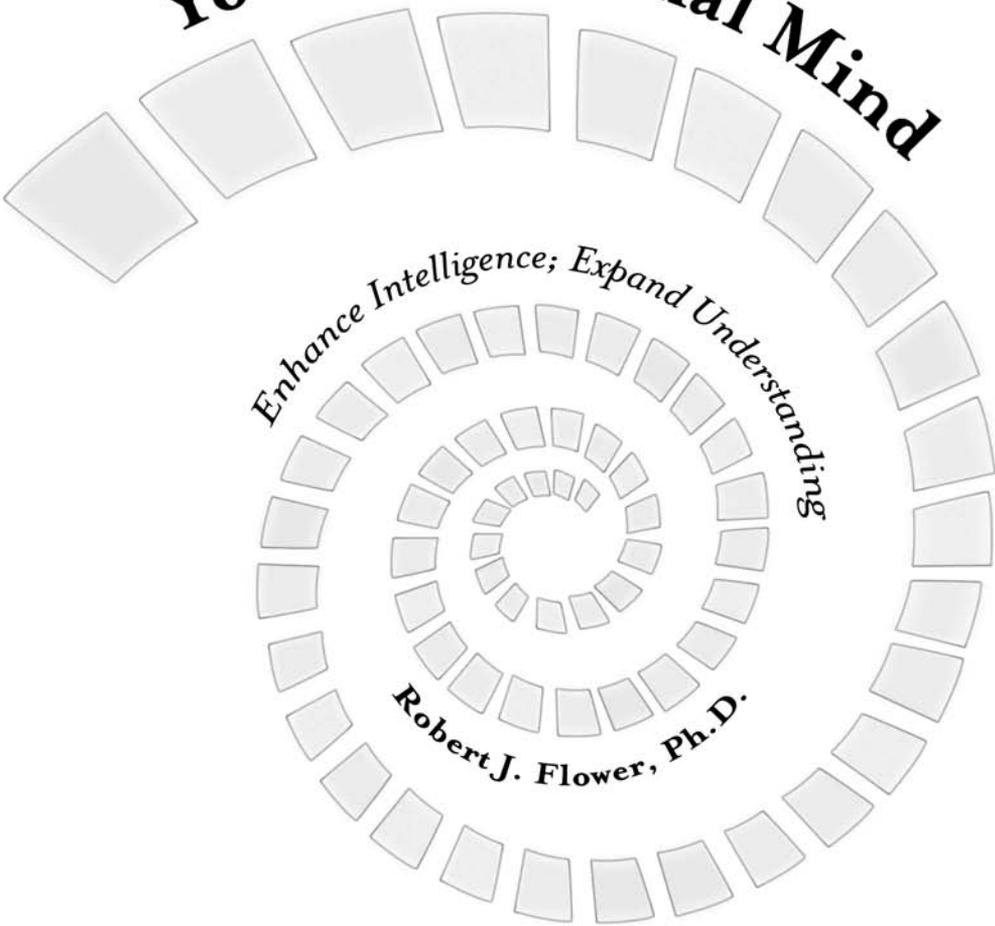
Your Exceptional Mind



Enhance Intelligence; Expand Understanding

Robert J. Flower, Ph.D.

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Foreword

I often hear from the gracious people I meet in my seminars and consulting practice, “You get to the heart of the matter so quickly and accurately. How do you do it all?” The simplest basic answer is, “I found truth!”

Seeking truth is never an easy undertaking. Since starting my quest for the truth in 1980, I have traveled the world, been jumped by thieves, shot at, attacked by bandits, laughed at, humiliated, and taken seriously ill. And that is just for starters! Rather than deter me, however, incidents of this sort encouraged me onward, toward my quest.

The secret to discovering truth is being willing to accept wherever it leads you. Further, you must be prepared to give up control and follow blindly.

Once truth becomes evident, you will find the “curse” that goes with it: you are virtually alone. Yet, there are many rewards, such as inner strength, power over situations and others, control and freedom to be who you are. Moreover, you access your exceptional mind.

At that point, you can dispense with the multitude of factors that clutter and restrict your every day reality. You eliminate the blocks that diminish your power, and you act with clarity and understanding.

It is frustrating to see person after person throw away their

potential and happiness by virtue of the limiting concepts into which they buy. It doesn't have to be that way. I know because I lived it—and prevailed, in spades! What I have to say in this book is what I have learned about achieving your exceptional mind.

Why you should read this book— and what to expect from it

There are significant differences between this book and others that profess secret knowledge, offer keys to success and happiness, or ways to find and live your purposeful life. There are several reasons.

First, this book presents the incredible discovery of the fundamentals of understanding and its science, which transcends human behavior. In other words, it presents to us a model to follow that is absolute and undeniable; that rises above religions, societies, and institutions. Why? Because it is not based on man's interpretation.

Second, it represents a successful, accurate system with principles that has proven itself over twenty-seven years of application and testing, without failure.

Third, it provides science-based answers to such questions as the meaning of life and an individual's purpose.

Fourth, it defines the principles of an individual's potential.

Fifth, it presents a fascinating discovery of the underlying human dynamics that control our lives, known as the master life issues.

Sixth, it differentiates between systemic thinking and discretionary thought. Since our natural principles are absolute, we can set up

scenarios that enable us to follow these principles to a successful conclusion.

A classic example of this is in Plato's *Meno*, whereby after asking a slave boy a series of questions, the boy was able to solve a difficult math problem of which he had no prior knowledge. Our natural intelligences provide us with the questions, which lead us to the answers.

Whether you use systemic or discretionary thought, this book will teach you more about human behavior, and yourself, than you could ever imagine.

One final thought, the pathway of truth is a warrior's undertaking—it is not easy, but it is a wonderfully magnificent journey!

Robert Flower, Ph.D.

January 10, 2008

INTRODUCTION

Take a Vacation

This book is your journey of discovery for transforming what you believe and how you think into exceptional mind. You'll learn how to choose differently to be exceptional. You will realize the results of this journey when you have changed, and see and feel the consequences within your personal experience.

Who doesn't want to be exceptional? The drive to succeed, to achieve and thrive ranks with any survival instinct and is wired into our human evolution. Within us is untapped potential, ready to be identified and guided toward the achievement of an exceptional level of thinking and living.

With exceptional mind, you effectively eliminate wishful thinking, illusion, and hype. Knowledge, which comes through facts and scientific experimentation, doesn't depend on anyone's moral, religious, or emotional states of mind. Rather, it depends on predictable, observable characteristics. This approach to seeking knowledge has proved phenomenally productive in problem solving and conflict resolution.

The key to achieving exceptional mind is to step out of our normal, everyday views and take a vacation from old beliefs and perceptions. Simply put, we need a fresh look at what we do.

For example, I always brim with anticipation when packing for my next adventure. I clear my desk and empty my mental

busy-ness into an imagined trashcan. Then I make a ritual list of all business to be done upon my return since I plan to forget the tasks completely while away. Then I pack carefully in anticipation of weather, terrain, and accommodations.

I plan my vacations in the same manner that successful people plan their personal journey to being exceptional. You can do the same by following the principles for exceptional mind laid out in this book. When you take a vacation, you open your mind to new cultures and different viewpoints. When you travel, you move forward from one exciting activity to the next. Such is the journey to being brilliant.

To achieve exceptional mind:

- You'll take a vacation from your old viewpoints and beliefs to expand your thinking skills.
- You'll discover the unique potential within you.
- You'll follow a consistent journey using a system of thirteen intelligences to review issues and think through plans or problems.

You'll remain open and enthusiastic because you can sense, even *feel* the very freedom that liberates you from minimal success. Now is your time, and I offer you the tools for your vacation—your departure from mediocrity.

Our minds, consciousness, are the part of us that is aware of the world and can think, feel, and sense our experiences within the whole potential of creation.

Purpose

In my early years in psychology, scientists and educators believed that one's intelligence was fixed and what you were born with was your endowment for life. Oh, how ignorant we were of our own ignorance. Well, no more! This book is a wake up call to expand your intelligence, access your exceptional mind, and apply its principles to master your life. The purposes of *Your Exceptional Mind* are

1. To provide you with the structure of human consciousness—a model of how to think for extraordinary results.
2. To reveal how you block exceptionality through faulty thinking, disruptive emotional states, and the great restrictors of fear, ignorance, ego, and self-deception.
3. To provide you with thirteen thinking tools—called natural intelligences because they are derived from nature and innate to each of us—for achieving exceptional mind—a natural path, so to speak.
4. To unleash your ability to create and achieve your desires, and then help you determine how far you want to go on your journey to brilliance.

Your Exceptional Mind includes all of the necessary tools for self-awareness for your growth in intelligence and in consciousness.

Why It Can Happen for You

This remarkable evolution in intelligence and consciousness is possible because of a predestined event, an epiphany, in my own life. Mine occurred during my years of research and world travel in

search of truth and understanding to solve ancient mysteries.

I saw in the ancient religions, sciences, and philosophies a powerful abstract symbolism, a universal language. I discovered the hidden patterns of natural intelligences within them.

Everything in the universe, from a single plant cell to a human being, including all species, shares this same living structure.

This is not speculation. The thirteen intelligence tools work so well that the system has grown into an applied science. I have studied several thousand cases over twenty-five years, testing the viability of the thirteen natural intelligences, the tools for exceptional mind. In *every* case, the system provided accurate, clear insight about how people think, learn, and interact in effective and ineffective ways. Wouldn't you find it valuable to discover your errors in thinking or misperceptions and learn to correct them to achieve the love and life you deserve?

A glimpse into the world of exceptional mind through peak experiences illuminates our human patterns of disordered thinking. From that vantage point, one sees mistakes in thinking, limited beliefs, and where power gives in to fear or self-deception.

How humbling it is for us to awaken from the slumber of automatic and institutional thinking to find within the brilliance of one's personal potential.

Two Secrets to Exceptional Mind

There are two secrets of utmost importance to realizing and mastering potential. The first is that you control whatever you focus on. This includes your degree of awareness and consciousness. The

second is that you also control what you believe in—everything you believe in.

How It Works

Most people can wish for \$1 million, but cannot imagine the reality of holding that amount. It is not within their experience or imagination. Do you wonder why many lottery winners lose their money within the first two years of winning? It is because having \$1 million is not manageable in their world. Someone earning \$25,000 or even \$200,000 has never managed \$1 million; their thinking is limited by automatic or institutional thinking, which I will explain in Chapter One.

Yet, you could be the first to think outside the box and say, “I can learn. I could make a list of the questions to ask. I could learn to make the money work for me and expand in value.”

On a deeper level, your consistent application of the thirteen intelligences helps you recognize your patterns, your procedures and, essentially, your soul. This process enables you to understand yourself, your environment, and the events surrounding your life.

To realize the greatest potential, identify your personal style of interacting with your world, and then follow the assessments and strategies in this book, which will lead you to understand how you think. Be aware that you are not striving for *normal*. Instead, you are being *natural*, which is critical if you are to advance understanding and evolve *beyond* normal.

The geometrical model of the cell, which geniuses such as Buckminster Fuller and Dr. Derald Langham realized, has given birth to a system of understanding the universe. You now have access to that system and the secrets of nature for our shared objective as author and reader—evolving to exceptional mind.

When we look beyond ourselves, we merge individual consciousness with the universe. We experience ourselves as interrelated and interdependent parts of a whole.

What You Gain

You'll gain crucial insight as you review your feelings and impressions, and bypass misguided or self-centered impulses. This releases you from being a slave to the great restrictors of fear, ego, ignorance, and self-deception. Then you move to higher levels of thinking and manifesting in your life experience. I have had my epiphanies, and now I invite you to discover your own.

CHAPTER ONE

Your Exceptional Mind

“I firmly believe that all human beings have access to extraordinary energies and powers... we harbor greater life than we know. There we go beyond those limited and limiting patterns of body, emotions, volition and understanding that have kept us in dry dock. Instead we become available to our capacity for a larger life in body, mind and spirit. In this state we know great torrents of delight.”

Jean Houston

Don Eduardo Calderon, a Peruvian master shaman, explained that for a person to realize his or her potential, he or she must conquer personal limitations and beliefs, move beyond institutional thinking, and transcend to peak creativity and performance.

He called it a “lonely path,” as one would leave behind the crowd to pursue excellence.

What the shaman described as the two levels of mind to surpass are (1) **common mind** or automatic mind, and (2) **environmental** or institutional mind. The third level of peak performance—realized potential—is your **exceptional mind**. Let’s review each level. **The common mind** is the state of consciousness in which

we normally operate with little, if any, thought whatsoever. At this level, our thinking is automatic. We dress, bathe, drive, and answer phones or questions, even handle the kids or co-workers without much planning, foresight, or interaction. We conduct most of our work on automatic. We are unaware of creativity and the larger perspective.

The environmental mind is the institutional arena in which our environment and relationships dictate how we think, choose, and act. We behave as we were taught and adapt to others from preconceived rules. How we relate, adapt, or understand our environment and people within it stems from the stronger social and cultural influences of family, religion, education, politics, governmental regulations, and corporate dictates.

Within the **exceptional mind**, we synthesize issues, think through actions, and base decisions on facts not opinion, hearsay, emotion, or preferences. This state of mind rejects the four restrictors of ego, fear, ignorance, and self-deception, which lead us to express negative emotionality or irrationality. Proactive thought and accountability prevails in this state. One easily synthesizes people, cultures, and beliefs. Within exceptional mind is the ability to choose the middle, stable and higher road to self-realization.

We may function at one level, two, or even three levels throughout our lives. Each stage of human development brings challenges, which stretch our learning and require different applications of intelligent thinking skills. Review the chart below with sample quips from each thinking level and find yourself.

SAMPLE QUIPS OF THE COMMON, ENVIRONMENTAL AND EXCEPTIONAL MIND

Common Mind	Environmental Mind	Exceptional Mind
<ul style="list-style-type: none"> • If I know something you don't, I'm smarter. • Money makes me a better person. • By dropping names, I'm important. • I'm inclined toward discussions about others and myself. • I have little time or interest in reading. • You can't beat city hall. • Money solves all problems. • This is how it is! • Just my luck. • I say what's on my mind. 	<ul style="list-style-type: none"> • If I know someone famous, I'm better than others. • People who think they hit a triple just because they were born on third base . • I'm unique, therefore, better than others. • Where I live, work, and socialize defines my worth. • I'm inclined toward discussions concerning places and events. • I read biographies and novels. • Trying to beat city hall is not worth the effort. • Money and who you know solves problems. • My mind is made up—don't confuse me with facts. • It's not meant to be for me. • I say what is politically correct. 	<ul style="list-style-type: none"> • My strength comes from knowledge, understanding. • Overcoming my weaknesses makes me better. • My inner strength, determining my significance. • I'm inclined toward discussions of ideas and ideals. • I'm a truth seeker. • Democracy requires "eternal vigilance." • Problems are gateways to excellence. • I'm a researcher, I seek absolutes. • Luck prefers the prepared mind. • I express truth with compassion and sensitivity.

The Thinking Continuum

Over the years, I've developed a profile of characteristics within the thinking continuum from common to environmental to exceptional. These percentages reflect the stages and types of thinking skills for general populations.

Common/ Automatic 30%	Environmental 60%	Exceptional 10%
Extremism	40% = followers 10% = do question 10% = have doubts	3% = logical, great memory, knowledge
Illness	40% = followers 10% = have doubts 10% = will question	7% = whole brain, sees parts and whole, open, objective,
Emotional	40% = good modelers 10% = imitators 10% = follow process	Impartial, impersonal
Uninformed	40% = very active in judging 10% = advocacy 10% = closed	Proactive, independent, wisdom, understanding
Fear	Ego, partial, personal, guarded, status	Purpose-oriented
Fatalistic	Leaders, to a point	Forerunners
Seeking	"Now" oriented	In the present
Very Closed		
Hero Worship		

In addition, research has led to some interesting facts about our minds:

- Attention Deficit Disorder occurs in all of the thinking categories.
- IQ is neither necessarily absent nor present in any of the three.
- Material success is not reflective of any specific category.
- Genetic, cultural, and learned factors are prevalent throughout the continuum.
- Intellectual and emotional reactions occur across all three categories, proportionately.

In summary, 90 percent of the population moves through life on automatic or functioning from institutional/environmental thinking. Also, at various life stages, all of us function within all three categories. To be truly extraordinary, however, we want to focus on living from exceptional thinking predominately, and enjoying the fruits of positive, creative, open minds. This is our human imperative, to develop and express our potential for living exceptional lives.

Science of Potential

*“Lay down all thought,
Surrender to the void...”*

John Lennon

Our journey to exceptional mind is about forming, shaping, dreaming, and creating our realities from pure potential, which contains all possibilities. Unrealized potential, an undeveloped, universal force seeking expression, represents the possible manifestations of reality.

When we manifest it, we call it *realized* potential—what you can do and have, create and manifest through your understanding and application of exceptional thinking skills.

One of the most significant discoveries we have found is that potential is composed of **creative**, **organizational**, and **functional** components, within which lie the thirteen intelligences. When you use any of the thirteen intelligences, you create a range of possible meanings or manifestation.

COMPONENTS	INTELLIGENCES
Creative =	Focus/Awareness Beliefs Expression/Communication
Organizational =	Model, Details, Order/Process, Measurement Mirror/Reflection, Synthesis
Functional =	Physical, Mental Emotional, Intuitive/Spiritual

Because these thirteen tools enable you to realize higher levels of intelligent functioning, let’s agree on a basic definition of intelligence.

This definition of intelligence has three steps that clarify what you’ll be learning throughout this book. **Intelligence is:**

1. The ability to gather and recognize data
2. Integrate data into wholes
3. Apply the data for the purposes of achievement

The Perfect Exceptional Mind

The greater your ability to gather, integrate, and apply information, the more complete, successful, and happier you will be. Therefore, consistent application is crucial. Use this model as a blueprint for your exceptional mind. Our journey to exceptional mind is found in the awareness and application of our higher natural intelligences as we live, work, and play. We want to stay in the observer's role—aware and focused—while thinking outside the box. In other words, we need to move beyond the common and environmental mindsets.

Perfect Model for Exceptional Mind

Ultimately, intelligence is the act of recognizing *information* and then placing it into a meaningful context. The broader the context, the more intelligent we are. Let's look at the exceptional mind in its perfect state.

- **Focus:** If we focus on developing our potential, then we welcome learning, see opportunity, and say “yes” to the creative mind in a disciplined way.
- **Belief:** Using belief for exceptional thinking is being open to all ideas and attached to no one position, unless we note that for us a belief validates truth. We are constantly integrating knowledge as it comes to us, expanding our frame of reference, and selecting those beliefs that best advance truth and reality in our lives.
- **Expression** is always demonstrating the achievement of our journey to exceptional mind. Here we would see the realization of potential.

- **Organization** for an exceptional mind is based on:
 - o Seeking the facts and basic principles, not opinions. Researching successful methods, workable models.
 - o Looking for measures of success and measuring your results of a specific application. Avoiding polarizing, judgment, and engaging directional judgment.
 - o Integrating, not segregating, enables us to synthesize all data into a whole to see the bigger picture.
 - o Taking all feedback as constructive, directional, and developmental. Understand that which bothers us is what we need to develop.
 - o Gathering details, not making generalizations. Taking nothing at face value without understanding the parts, the detail.
 - o Using rational, not reactionary, *proven* processes to perform step-by-step. Patterns that foster greater understanding and enhanced procedures.

With a strong and virtuous character, we apply these organizational skills to all endeavors within these four domains of our lives: Physicality, Mentality, Emotionality, Intuition/Spirituality.

CHAPTER TWO

Exceptional Mind Knows Its Purpose

Man is happiest when he is creating. In fact, the highest state of which man is capable lies in the creative act.

Leo Buscaglia

The gardener lifts the dark, rich loam and appreciates its sticky texture, sifting it through his fingers. He observes how carefully he's mapped out the rows of seeds for his vegetables, alternating with rows of flowers. His purpose is to create a colorful, bountiful garden. He imagines the garden with multitudes of bright purple, yellow, fuchsia, orange, and red. His mind wanders to last year when he picked his freshest snap peas and firm, ripe tomatoes. His favorite flower last summer was the purple iris. The gardener appreciates what his eyes focus on. Next, his eyes shift to the irrigation system.

His next task is to dig the ditch connecting the water source to his closed system for the garden. He knows how deep to dig the channel for a full flow of water, and how to align the stream to his watering system. The gardener is in harmony with nature for the growth of his garden, respecting the unfolding of each seed's potential according to the natural progression of all matter.

Within the seed is nature's blueprint for the creative urge to find its nourishment, burst open, and seek the sun.

- The creative urge organizes the cells as roots, stalk, leaves, and flower.
- Then the organized cells perform their unique functions, whether roots seeking nutrients or leaves seeking light, to serve the potential of the whole organism, whether plant, vegetable, or tree.

The gardener's task is to create the conditions to make real the unrealized potential of the seed, allowing its organized cells to unfold. The gardener knows the basic architecture of all living organisms: plant, animal, and human.



We are the gardeners of our minds, and thus, our lives. We are present to realize the fullness of our potentials and manifest our purposes through exceptional minds, the garden for our desires and achievements. We do this by understanding and applying the secret structure of human consciousness and behavior, common to all of us, like the gardener understands the seed's basic structural needs.

Knowing *how* each seed grows enables a gardener to provide the necessary environment for optimal beauty, food, color, or size. In like fashion, in the garden of our exceptional minds, we have the only *true* way of discovering our purposes and directions, whether it is physical, mental, emotional, or spiritual.

Nature provided our temperaments or personal styles for how we relate to the world. Think of our temperaments as the innate potential within the seed that could forcefully burst through, quietly peek out, prefer the shade, or require massive doses of sun.

Then, early in life, the personal seeds unfold for how we think and act, for what we believe and express.

While our genetics and environments mirror the results of our thinking and acting, we possess the power to eventually wake up and realize we can apply the natural thinking skills to change the results we don't like.

As the gardeners, we welcome the ability to make conscious choices such as:

- Weeding out restrictors like fear and ignorance that might inhibit our potential
- Providing the right physical, emotional, mental, or spiritual nourishment for our minds and bodies
- Cultivating optimism regardless of the possible outcomes
- Accepting the bad with the good
- Expressing a creative idea
- Being a fully alive participant in life
- Turning negatives into positives
- Stand above the fray

The gardening tools we use are thirteen natural thinking skills, which enable us to overcome all previous failures and realize our purposes. Reflecting nature, the intelligences are comprised of three categories:

1. Creative
2. Organizational
3. Functional

Let's start with the first category: creative intelligence. Creativity implies that we are **focused** on something, have a **belief** about it,

and then **express** it in one way or another. Thus, the first step in understanding yourself is to see where you focus, what you believe, and how and what you express.

CHAPTER THREE

The Creative Intelligence of Focus\Awareness

*What you focus on with your thoughts and feelings is
what you attract into your experience.*

The first focus for a gardener is the soil, the garden's foundation, just as each of our activities starts with a single focus, our lens for viewing the world. Focus is the most significant intelligence and the formulator of consciousness. Everything we do requires focus.

- Athletes, for example, use an incredible amount of focus to enter what they call a “performance zone,” a mindset in which they are able to block out all distractions and engage in peak performance activity.
- People driving in rain or snow focus on the highway in order to observe the white stripes of their lane.
- A child entering first grade is expected to focus on the teacher and listen.

We become most aware of the power of focus when our bodies turn on heightened responses to imminent danger. Numerous studies have demonstrated that humans can perceive events in slow motion during the final seconds before car wrecks, airplane crashes,

or any number of accidents that pose a real threat to survival. Dr. Goode's story illustrates the human capacity for intense focus when called upon to do so.

Dr. Goode was waiting to cross four lanes of traffic at a busy intersection with no lights. This sunny afternoon was her movie time with her daughter. Dr. Goode caught a break in the traffic as she observed a woman, whose car blinker signaled a left turn, coming toward her. Dr. Goode pulled across the lanes, looking to her left. Immediately time stopped and reality went into slow motion. What could have been no more than four seconds seemed perpetual to Dr. Goode.

First Dr. Goode noticed that the driver, who had not turned into the mall after all, had a horrified, pleading look, as she was seconds away from broad siding the Goode's car. Dr. Goode reached over to her daughter, checked her seat belt, and told her to put her head between her legs and cover her head with her hands. Dr. Goode stomped on the gas pedal, hoping to make it to the grassy median and prayed, "I am grateful for our lives should this be the end."

Although researchers haven't completely identified the precise biological mechanisms responsible for this phenomenon of focus, some theorize that the brain becomes hyper-focused. The central nervous system activates to access the greatest amount of information in the shortest time available. In Dr. Goode's situation, she assessed the impact time, took care of her daughter, accelerated, and said her final prayer seconds before impact.

Focus is an evolutionary mechanism that aids us in a variety of ways, the least of which is survival. If it serves our survival this well, imagine how exceptional your focus could be when you learn to optimize this intelligence.

You must absolutely get this principle: You control what you focus on. This includes your degree of awareness and consciousness. *Do you want control of your life?* Then discover how you focus and on what you focus.

Awareness

Focusing is concentration. Optimized focus produces awareness and perspective. With greater awareness, we can see our mistakes, change old habits, think creatively, or learn a new task. Awareness clarifies what limits us and empowers our better choices.

For the sake of clarity and simplicity, let's use the terms focus/awareness. Awareness enables us to see the bigger picture and know our place within the whole of evolution.

Imagine yourself as the mighty eagle riding wind currents, dancing high in the sky, and then dipping in a downward spiral. How does this dancing change your ability to see? Your eagle vision is keen, able to spot movement at great distance and observe a wide range of territory. Below you, eagle, is a full garden of flowers and varied vegetables. You spy movement, and the mover has tall ears. Dinner awaits you. Notice that as an eagle, your awareness can be either vast or focused.

To control your focus, maintain your ability to see the big picture and the elements within it.

When you focus deeply, you become aware of the bigger picture, like the eagle, as well as your bodily senses and feelings. Professor Eugene Gendlin of the University of Chicago, described in his book, *Focusing*, that the central nervous system processes huge amounts of information and stores it outside of everyday awareness.

Some of that information can stay at the subconscious level. “But conflict, pain and unresolved problems become a source of chronic uneasiness, blocked growth, and even illness.”¹

Gendlin also determined why some therapies were successful and others were not. Successful clients actively engaged in their therapeutic process. They used more than logic, or as he put it, “They didn’t just stay in their heads.”¹ According to Ann Weiser Cornell, Ph.D. in her book *The Power of Focusing*, focusing is a natural skill that was discovered, not invented. “It is a very broad purpose skill.”²

Whether we decide to write the great American novel, paint a picture, invest in the stock market, or make out a grocery list, *every* activity we engage in calls for some degree of focus.

Point of Reference

The focus principle is one’s point of reference, or POR. This is the starting point from which all events, behavior, and understanding emanate. To know yourself, you must know how you see the world. To realize your potential through exceptional mind, you must start at your point of reference. POR is your personal starting point.

Point of Reference

The following story demonstrates Jana’s point of reference, and how life events can cause us to change how we see the world. As noted in the example of the perfect exceptional mind, our ideal point of reference stems from our inner universal connection and incorporates the eagle’s macro and micro viewpoints. Our POR can be a source of strength.

Jana and her two Great Danes walked their ranchland on a crisp August morning. Living at an altitude of 6,000 feet on Boulder, Colorado, acreage was her dream-come-true. She breathed

in the freshest air she could remember and would swear the sky was bluer in Colorado than her previous home in northern New York State. She walked through mountain grass, sat to rest atop large granite boulders, and watched the white silky seeds floating around her, the “cotton” that dispersed from the twisted-limbed cottonwood trees.

Jana’s point of reference that morning was her environment. She walked deliberately, aware of the beauty, her breath, and the large, wonderful beasts that chased each other ahead of her and then circled back to prod her forward.

Two months later, Jana’s point of reference had changed. She had returned to her ranch after spending ten days with her comatose father, who had suffered a massive cerebral hemorrhage. Supporting her mother’s decision to disconnect her father from life support caused Jana to stay beyond the funeral and support her mom.

Returning home, Jana’s point of reference had changed when she invited her dogs to walk again with her on this gray, misty afternoon. She needed to free herself from the grief hangover. The dogs sensed a difference in Jana and slowed their pace, walking beside her as if to support her. Jana looked down and saw mounds of horse manure. Walking around it, she felt a dampness penetrate her long-sleeved T-shirt. She picked up her pace, thinking exercise would brighten her perspective. She climbed onto her favorite boulder, and gazed at her world. The crooked cottonwood limbs without leaves seemed dead to her. The mist was turning into a light fog, reminding her of depressing cemeteries. The dogs howled in answer to a distant coyote.

All Jana could see around her was death. Nothing held beauty or freshness, just dampness, horse and dog piles, and the smell of decaying leaves. The point of reference was death, whether she stayed

with her mother or had come home. That is what she could see.

Jana saw life through her subjective focus as opposed to an objective reality. The mountain scene had not changed; Jana had changed her focus.

In my experience with clients and death, those who focus on the present and the possibilities of the future, adopt the best. Without an overall, extensive life philosophy, Jana had difficulty shifting her focus from death. Perhaps if she had a view of the spirit of the universe, she could view death as part of a grander scheme. To its credit, this is why religion is so well accepted; it offers belief in something beyond in dealing with the mystery of death.

To summarize, point of reference is the starting point from which all of your events, behavior, and understanding emanate. If you want to know yourself, you must know how you see the world.

Assessment and Strategies for Focus

We recognize focus as awareness or consciousness. This ranges from being unfocused, as in being overly tired and stressed or unconscious, to being “in the zone,” illuminated, connected, or brilliant.

The following questions will help you identify your point of reference, and the suggestions and exercises explain how to change focus and make this intelligence the foundation for all you do.

Do you consider yourself an optimist or a pessimist? *The optimist looks for the silver lining in the clouds while the pessimist can't see a silver lining.* An optimistic focus supports learning and growth; a pessimistic view does not.

How about your morning focus? Upon rising, when you see yourself in the mirror, what is your first visual focus—bed head, beauty, wrinkles, fat, curves, or luscious lips?

What is your first thought upon rising? *Oh no, another day? It's great to be alive? Good morning, sweet children and cat? Where's my coffee? We're late. Hurry up.*

First visuals, thoughts, and emotions of each day establish your daily point of reference. What is your point of reference to start your day? Are you happy with it? If not, you can change it.

To change your morning focus, choose to see confidence in the mirror. Imagine how grateful you are. Focus on tasks you will accomplish with competence.

Throughout the day and within time, you'll change focus often. The truth of this intelligence is that what you focus on consistently leads to your achievement and success. Here are suggestions to improve your focus to attain exceptional mind.

- Pay attention.
- Be consistent and responsible.
- Select a task that is part of something greater. This way, you are realizing more than one goal at a time, such as marketing your *business consistently* each day, resulting in success because focus and consistency are partners.
- Empty the mind and think one positive stream. Positive words in songs, for instance, can keep you upbeat and focused.
- Visualize the task or goal to achieve as accomplished; feel the job as if it were well done.
- Write it out, detailing the desired result.
- Plan sequential steps in your head, feeling it as you go.
- Be aware of your emotions and keep them upbeat.

A focused mind is an open mind, one that observes the inner working and the objective reality, and can stay balanced.

CHAPTER FOUR

Beliefs and Expression Complete Character

Everybody wants everybody to believe that what they believe is what everybody should believe in.

Through this book, our goal is access to and achievement of exceptional mind through the thirteen intelligences tools. In the previous chapter, we started with the first step toward exceptional mind in learning our point of reference (POR) or focus. In this chapter, we will cover the next two intelligences of belief and expression. Together, **focus**, **belief**, and **expression** complete the creative intelligence group.

- Focus refers to concentrated attention of awareness, resulting in your POR.
- Belief refers to how you interpret reality.
- The intelligence of expression is how you convey your beliefs, including verbal and nonverbal expressions.

Beliefs

Everything we meet in life requires that we adopt a belief about it. Perhaps you've heard the phrase, "Everyone has a story." A play

on those words provides a similar truth, “Everyone forms a belief about objects and people in their world.” Let’s return to our gardener who was focusing on his irrigation ditch in our last scene with him. Now that his garden is seeded, planted, and irrigated, he can believe one of two different thoughts about his garden with two different results.

(1) In this first scenario, the gardener might believe his garden to be so productive that he wants to protect it from predators such as deer, rabbits, and raccoons that would love to dine in his field. Thus, his next step would be to surround his garden with a fence, deep enough in the soil to prevent rabbits digging and high enough, perhaps more than eight feet tall, to prevent deer from leaping over.

(2) In the second scenario, the gardener might believe that animals will leave his garden alone if he gives them a small patch of their own. This belief leads him to act differently. While the gardener fences his portion of the garden, he chooses pliable nylon fencing, deer-guard, and portions off nine-tenths of his plot. The last tenth he leaves open for the animals’ feedings.

What we know about the power of personal beliefs is this.

- Your beliefs dictate your actions.
- You choose your action based upon your beliefs and your focus.
- Change your beliefs and focus, and your actions change.

You see that focus and beliefs are partners. If I focus on marketing my business consistently, I will make money because I believe in my ability. Yet, what if I muttered each day, “I hate this business, I’ll never get rich this way.” Can you see that my stated beliefs sabotage my consistent marketing focus? The point is that your focus and beliefs are so enmeshed that you have to align one with the other.

We form beliefs about everything—the news we hear, the people we meet, the faith we practice, and the government leaders we elect. Our brains are wired to evaluate every tiny piece of information we encounter.

However, let's distinguish beliefs from ordinary perceptions, since perceptions may be temporary or lack the intensity of a personal belief. Beliefs can be associated with strong feelings. Here are examples of a perception versus a belief.

1. Liz watched a new hire walk into the office and sit down at the secretarial desk. Liz thought, “Stuck-up,” and formed an unfavorable opinion about her new co-worker—a perception—that rapidly changed when the new hire offered mints to Liz and introduced herself. Next Liz invited the new hire to lunch, and eventually they became friends; Liz now believes the new hire to be a competent, friendly secretary. Liz's initial perception of the new hire was fleeting, brief, and changeable.
2. Ginger worked in the next office with Bill. She had very little interest in him socially because she perceived him as too comical. That is, until she agreed to a date, and he showed up in his Brooks Brothers blue pinstriped suit. Her initial perception quickly changed because she opened herself to other possibilities with Bill.

Beliefs versus Perceptions

Beliefs are facts in the mind of the believer, while perceptions are *loose* and stand in stark contrast to the way people cling to belief systems. The old adage of “never argue about religion or politics” is based on the tenacity with which people hold fast to a given belief. For example, the history of warfare chronicles clashes between

political or religious belief systems.

Education is another example of a belief system that elicits a visceral response in many people. We approach the present-day curriculum much as we did 100 years ago. The philosophy behind learning then, as now, was that it was possible to know everything that was knowable. English, mathematics, history, foreign languages, and literature were the main disciplines studied. Science and philosophy were peripheral, taught to university students.

This creative intelligence, belief, refers to how we interpret every aspect of reality. We have beliefs about patriotism, reality television, cats, or household cleansers. *Beliefs reflect your frame of reference*, which is your particular perspective on the world. For example, take a stroll through grocery store aisles as I did one Saturday, and you'll hear people's beliefs about certain products.

- *“Mother always bought Kraft products. I was raised on Kraft, and I don't care if it is more expensive, that's what I buy.”*
- *“Canned food is not as good as the frozen foods.”*

In short, everyone has their own beliefs associated with strong feelings. Beliefs are a vital component of human intelligence, one that drives creativity at a fundamental level. Another notion of perception versus beliefs is that beliefs are firm and closed, while perceptions are temporary and subject to change.

Most importantly, our beliefs frame reality, our image of reality. It is our frame of reference, or FOR.

Focus and belief are two of the most powerful principles of understanding!

Focus = our point of reference (POR)

Belief = our frame of reference (FOR)

Expression = how we communicate our character

Depending upon our gardener's frame of reference or belief about protecting his garden or sharing his garden, his action step would be to put up some sort of fence. He would express his belief through which fence he bought and how he installed it.

Expression

The final creative intelligence is expression or communication, which refers to *how* and *what* we convey as information. There is little in life that does not involve the exchange of information.

Expression is an innate, fundamental intelligence for each of us. Information is exchanged among atoms, plants, animals, and human beings, all the way up to the systems and institutions that humans create.

We associate certain communication styles with specific historical figures. Consider Mark Twain's social commentary, Will Rogers' humor or Billy Graham's evangelical voice. They each made their marks in history because of their insightful, humorous, or powerful presentational styles. In addition, revered historical figures were able to advance a belief or cause because of their ability to communicate effectively.

Sinister figures of history are also known for their charismatic or mesmerizing manner of communication. Dictatorships depend on propaganda, the skillful manipulation of information and the method of its communication. Adolph Hitler could not have built the Third Reich without the ability to mesmerize millions of people with his ringing words and masterful body language.

Have you watched a charismatic or inspirational speaker deliver a speech, and then didn't remember much about the content?

However, you did recall the impact that the speaker's delivery had on you. We are more impressed with what people focus on and *how* they express their beliefs.

What We Believe Correlates with How We Communicate

Every day, we send and receive thousands of communications to people, from friends and family to business associates. What we believe influences how we communicate. For example, one research study assessed the relationship between physicians' beliefs about the psychosocial aspects of patient care and their routine communication with patients through office visits. The study concluded, "Patients of physicians with more positive attitudes have more psychosocial discussions in visits than do patients of physicians with less positive attitudes. They also appear more involved as partners in their care."¹

People would be amazed to realize how transparent they are when communicating. Our gestures, body movements, facial tics, and eye movements communicate constantly. A simple transaction with a store clerk can run smoothly or become angry depending on the communication skills of both buyer and seller. How often have arguments ensued because one of the parties was perceived to speak with aggravation, condescension, or sarcasm?

For the same reason, people harboring widely divergent opinions *can communicate effectively* when they are skillful at expressing without unnecessary emotion or closed judgment. Emotional associations with a belief cloud a person's ability to express themselves effectively.

The manner of communication is just as important as the content.

Thus, how we communicate nonverbally includes body language, facial expressions, eye focus, and gestures. Various postures and poses convey sympathy or openness, while others, such as rolling the eyes, a frown, or turning away from a speaker, convey as much rejection as a spoken word. Think about a parent's penetrating stare at a misbehaving child.

Another vital point is that our expression is demonstration of our POR and our FOR. When we express, we paint a picture with our words, and present a point of view, which we want our listener to understand. Likewise, people will form perceptions of another based upon their ability to communicate their beliefs.

*Our focus, beliefs, and communication
formulate our character.*

Assessment and Strategies of Expression

We give others clues as to our character when we communicate, specifically in relation to what we focus on and believe in.. If you haven't done a recent self-check about your personal beliefs, this is a good time to do so.

Uncover Hidden Beliefs

The top issues people feel strongly about tend to be men, women, money, and sex. This task is to time yourself for two minutes, put pen to paper, and write about one topic at a time from a stream of consciousness. The longer you write with concentration, the deeper truths about your beliefs will surface.

Put the hot topic like MONEY on the top of a sheet of paper. Write I BELIEVE underneath the topic. Then write down all your beliefs about the topic until you have exhausted your supply.

Follow the same procedure for each hot topic, or pick a different topic, one that you've been dealing with in your life.

Here is a brief sample from a twenty-seven-year-old woman who wanted counseling before her upcoming marriage. She was excited about getting married, had butterflies, and couldn't explain a nagging anxiety.

"MEN ARE, I BELIEVE...handsome, chivalrous, attentive, sexy, naive, muscular, bossy, supportive, kind, fun, loving, controlling, bossy...". Ahah! Controlling and bossy.

Prior to this, the woman could not see that she thought her fiancé might be bossy and controlling. This new insight into her beliefs allowed her to seek some counseling and learn clear communication skills before making a life-long commitment.

Two other strategies for assessing how you express your beliefs and whether you are congruent include the following reframing exercise and review checklist.

Reframing Exercise: List instances in the past where you failed or lost because of poor communication

- Review each circumstance and rewrite how you would express your foci or beliefs more congruently.

Evaluate Your Last Important Conversation			
Reference the conversation:			
What kind of mood were you in?			
Excellent	Good	Fair	Poor
What attitude did you have toward the individual with whom you spoke?			
Excellent	Good	Fair	Poor
How would you rate your enthusiasm for the conversation?			
Excellent	Good	Fair	Poor
How would you rate your interest in the conversation?			
Excellent	Good	Fair	Poor
How would you rate the integrity of the discussion?			
Excellent	Good	Fair	Poor
How would you rate the productive value of the conversation?			
Excellent	Good	Fair	Poor
How would you rate the outcome of the conversation?			
Excellent	Good	Fair	Poor
How would you rate your energy at the beginning of the conversation?			
Excellent	Good	Fair	Poor
How would you rate your energy in the middle of the conversation?			
Excellent	Good	Fair	Poor
How would you rate your energy at the end of the conversation?			
Excellent	Good	Fair	Poor
How would you rate your satisfaction with the conversation?			
Excellent	Good	Fair	Poor
What would you change about your interaction if you could do it again?			

In Summary

Focus = our point of reference (POR)

Belief = our frame of reference (FOR)

Expression = how we communicate our character

CHAPTER FIVE

Human Character

“Character, in the long run, is the decisive factor in the life of an individual and of nations alike.”

Theodore Roosevelt

When we are tossed about on the sea of life, our personal character carries us through. Therefore, when events disturb our greater evolutionary journey, our personal character determines how steadfastly we can focus and move ahead. The absence of personal character, such as our unwillingness to become aware of our limiting beliefs, creates more problems.

This is why I provide the assessments, suggestions, and strategies each step of the way for your self-realization. Thus far, you have learned about the creative group of intelligences: focus, belief, and expression, the basis for interactive patterns in life.

These three intelligences compose your character, which is your distinctive nature, strength, originality, and mental and moral qualities.

The stronger or more congruent your character, the more positive outcomes you'll experience in your endeavors. If we choose to learn from our negative outcomes, we are able to recognize our

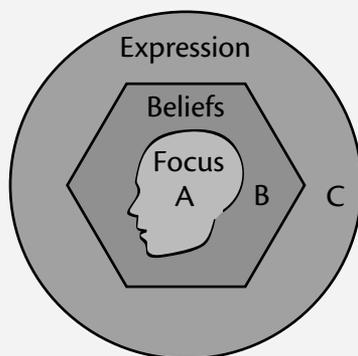
weaknesses and choose differently next time, thereby creating greater success.

The Human Character Formula

The relationship among the creative intelligences can be expressed in the human character formula:

A (awareness) + B (beliefs) = C (character of communication)

What you focus on and what you believe about your focus will always equate with how and what you express.



A (awareness) + B (beliefs) = C (character of communication)
Focus + Beliefs = Expression

A=Awareness=Point of Reference=Blue

B=Beliefs=Frame of Reference=Red

C= Human Character= Green

Who you are inside is characterized by your focus, beliefs, and ability to communicate or express yourself. You can expand to exceptional mind by using the human character formula—refining your point of reference and frame of reference.

*“All the world’s a stage,
And all the men and women merely players;
They have their exits and their entrances”.*

Jacques character, *As You Like It*
By William Shakespeare

To access exceptional mind, we can follow William Shakespeare’s muse and conclude that our lives are plays in which we are the main character, the hero or heroine of our personal story. Taking on this point of reference allows us to move through the world as a responsible character, playing different roles. By using Shakespeare’s viewpoint, our awareness shifts from that of one little person trying to grow and learn, into being the primary player, who dwells in and applies exceptional mind. For our learning and development, we refer to the character formula as a reality check for our evolution.

1. What is my focus?
2. What am I aware of at this moment?
3. What do I believe about it?
4. How am I expressing my belief?
5. Am I getting the results that I want?
6. How are my actual results different from what I desire?

It is interesting to note how this last checkpoint clearly shows the error in our point of reference or frame of reference.

In the scenes on our life stages, when our characters feel tired, flawed, confused, unclear about action, or in need of a different direction, then ask these six questions for clarity. The answers can provide our characters with those daily discoveries to keep our journeys smooth and clear.

What Skews Our Character off Track

In this chapter's first paragraph is an important statement: *When events disturb our greater evolutionary journey, our personal character determines how steadfastly we can focus and move ahead.* Character is integrating point A with point B efficiently, effortlessly, and in conjunction with our development. Yet, life happens and throws our effort and efficiency out the window. It seems to take forever in seeking our desires, and the journey becomes circuitous. So, have you been going in circles lately, and lost sight of your character and your direction?

The reasons for going in circles and feeling as though we are struggling on the world stage are known as the great restrictors. The title "great" implies that we give too much power and energy to these restrictors at an unconscious level, and we make them the most important focus in our lives. The term "restrictors" defines the four states of fear, ego, ignorance, and self-deception, which:

1. Limit our growth.
2. Restrict our development.
3. Provide wrong solutions.
4. Diminish our character.
5. Leave us hungry and thirsty for satisfaction.

The Great Restrictors

Our lives are so tense that our sympathetic nervous systems are stuck in overdrive much of the day. We feel like rubber bands stretched to their limit until they snap. Evolution has predisposed us to four great restrictors.

- (1) **Fear** is an unpleasant feeling or anxiety, derived from our belief that someone or something can hurt us, is dangerous, or threatens us. A great deal of fear can limit us by making us inactive, develop a phobia, make irrational decisions, or even become fearful about fear itself. When we personalize and personify fear, such as a young child with a fanciful imagination might, then fear rules us. We must face fear to conquer our limitations. You will find throughout this book how the thirteen intelligences offer tools for doing so.
- (2) **Ego** is our sense of self-identity, which mediates our reality. Have you ever said, “I need a reality check,” because you lost your sense of direction or purpose? Loss of identity occurs when we are stressed, overwhelmed, or prone to be ruled by what occurs around us. We become stuck in common mind or environmental thinking patterns. We can also project our ego, such as a bragging teen would, as coming across with a high (and perhaps unfounded) opinion of ourselves or our abilities. Ego limits our characters when we think we are “better than them” and lose touch with our awareness or have ill-founded beliefs, especially of who or what we are.
- (3) **Ignorance** means that we are lacking knowledge or information. Ignorance can be very limiting when we form opinions not based on facts, but rather on prejudice. For example, a person might play dumb or say, “I don’t know how,” in order to avoid responsibility, not take action, or stay in fear. We can see it in corporations when the phrase, “I don’t know,” becomes an excuse for, “how did we lose that client?” We can see it in parenting when a parent concludes the children are a problem instead of educating themselves about the process of parenting. We can see

it in illness when finding health strategies are too much effort and being sick is easier.

(4) Self-deception is one result of the first three great restrictors when we fall into the unproductive practice of believing that a false idea, feeling, or situation is true. We see self-deception easily in relationships when we are on the outside of the situation. Why did she stay in an abusive relationship? What does he believe he gains by not accepting the absolute facts? Why don't the parents want to admit their child uses drugs? Can't he see that screaming is ineffective? Why does she complain about her life when she changes nothing?

Reading about these restrictors to our exceptional mind and evolution clarifies how the human character formula helps us move beyond restrictions.

Awareness + Beliefs = Character of Communication

In essence, we are hardwired genetically to feel and experience the great restrictors. Throughout human evolution, for example, fear served its purpose as a warning system for environmental dangers. So evolution has worked for us and against us. Unfortunately, the great restrictors are the antithesis to our development. In our modern world, the restrictors make us products of rote thinking and limit the expression of potential. Our larger cultural organizations such as government, education, or religion, use an emotional approach, based in the reptilian part of our brain, to solve our problems instead of using logic or intuition. A good example of this is during election years when producers of presidential campaigns incite emotions and rhetoric for voters, rather than presenting a logical policy for governing.

The great restrictors fuel reactionary events, which degrade our creativity, erode our health, and overwhelm our ability to be successful. The solution to this problem is to take personal responsibility for our evolution, respond to nature as our model of intelligence, and quit relying on institutional thinking and cultural beliefs.

Mind-body medicine has shown clearly that stress caused by the great restrictors compromises our immune system, which, in turn, inflames modern diseases of a stress-filled lifestyle: heart disease, diabetes, cancers, chronic fatigue syndrome, and more. Once caught in this vicious cycle, poor health impairs our ability to evolve, function at higher levels of exceptional mind, or use directional judgment to achieve virtue.

In summary, the great restrictors keep us below the level of awareness, fortify false beliefs, and poorly communicate our intent to be exceptional. We become locked into our common mind or environmental mind. Great restrictors distort our human character, causing us to be caught up in actions and results that keep us spinning instead of moving forward.

To strengthen our character, we can implement virtue. Virtue gives us strength, puts inefficient patterns into perspective, and reduces our stress considerably.

CHAPTER SIX

The Power of Virtue in Exceptional Character

The good four. Honest with ourselves and with whatever is friend to us; courageous toward the enemy; generous toward the vanquished; polite—always that is how the four cardinal virtues want us.

Friedrich Nietzsche

Virtue seems like an old-fashioned word in modern culture, yet it is included in the human character formula for three reasons.

- First, virtue empowers character to be self-sustaining and self-organized.
- Second, virtue allows us to expand awareness and focus while providing a perfect path to follow, an absolute foundation for exceptional mind.
- Finally, virtues are irreducible in nature and help unlock our potential.

What is a virtue? Why do we need one or five? Virtue is an infallible principle of behavior. Virtues are useful qualities in our character, which others find desirable. For example, we like people who are very efficient, effective, or considerate instead of those

who are greedy or unprincipled. These positive characteristics are virtues. Virtuous is the state of having virtues.

Virtue makes your character on the stage of life likable, trustworthy, people-friendly, and recognizable as a hero. On the other hand, the character that lies, cheats, is not trustworthy, or flings anger across the audience is booed. Audiences like villains only in a fantasy, on a stage, or in a book. When we come across real-life characters we can't trust and who radiate negative vibes, we move across the room, even across the street, to avoid the emotional pollution.

By now, you understand that our human characters in our plays are like the gardener cultivating the harvest of his garden. He displays virtues in order to work in tandem with nature, and we must do the same. He is aware of the natural growing cycle, and thus, shows patience as he watches plants grow and bloom.

The gardener doesn't rip a plant out of the soil to see how long its roots are. Rather, he focuses each day on how much each has grown. He doesn't believe in trampling the plants to test their strength. Rather he believes in nurturing and pruning. He nurtures their growth through proper plant food and prunes as necessary to encourage optimal blooms. Perhaps sitting in his garden, feeling connected to the earth, is peaceful for him.

Cultivate your virtues, your innate, natural intelligences. They are of your soul.

True Inner Genius

We realize the best results in our achievements when we follow patterns of nature that lead to development of exceptional mind. Socrates said, "Virtue is its own reward." Why? Attaining virtue

means we've already begun to realize our potential by opening a clear direction or path for our pursuits.

Where the great restrictors can distort our character and undermine our potential, virtues create doorways of opportunity along a straight path. In his book, *Seven Habits of Highly Effective People*, author Stephen Covey indicates the value of being “principle-centered.” In other words, have virtues because they are absolute, and can never be reduced any farther than its given definition. There are advantages of building virtue into our human characters.

- We have inner strength called resilience.
- Virtues help us rise above duality.
- Virtue provides an inner compass.
- Our characters orient to positivism with no negative feedback, either consciously or unconsciously.
- We put inefficient patterns and ineffective results into perspective.
- We discard distractions and focus on goals.
- We have more confidence and motivation in personal and public life because virtues cannot be jaded.

Assessment and Strategies for Character and Virtue

1. Make a list of virtues you admire in other people, figures in history, or current leaders. Use this list to inspire your own. More examples of virtues include abundance, acceptance, patience, endurance, balance, courage, consideration, clarity, strength, fortitude, honor, honesty, truth, caring, cooperation, love, elegance, beauty, refinement, and confidence.

2. Determine what you feel are your weaknesses of character, such as fears, limited beliefs, or distractions that you want to change. List these in column A.
3. Opposite each weakness, list one or two virtues that you will commit to practicing and be accountable to yourself or another for observing your results.

Weaknesses you will work through	Corresponding virtues on which you can focus

In summary, we have a natural tendency, conscious or not, *to want to realize* our potential, exceptional mind. Virtue is not a prevalent notion in the common or environmental mindsets, because of the restrictions and limitations placed upon those mindsets. For example, “doing the right thing” does not fly with either of those mindsets because it may make us an outsider, not one of

the crowd. Those mindsets do not value independence and fresh creativity.

The phrase I like most in regard to restriction is, “I’m only human.” That is a cop-out if there ever was one. This is nothing more than giving up, taking the easy way out.

People don’t engage virtues because they are fearful and ignorant of the consequences. They fear change. They don’t understand or believe in virtues. They are unwilling to give up what they perceive as control—something they do not have in any event.

What many people believe about virtue is that it’s too hard to implement in life. Many say that virtue is not practical. These are beliefs based strongly in the common mind and to some degree in the environmental mind.

You must be courageous to be virtuous, and use virtue as a stair step to exceptional mind, a level that cannot be achieved without virtue.

Let’s move now to the next nine intelligences and grow into new skills for our characters of exceptional mind.

CHAPTER SEVEN

Human Functional Intelligences

Everything in the universe has a purpose. Indeed, the invisible intelligence that flows through everything in a purposeful fashion is also flowing through you.

Wayne Dyer

This chapter will cover how our character expresses itself through four functions. Each function is an intelligence tool for access to and application of exceptional mind. A functional intelligence describes how we process information and perform as a human. The four ways through which we operate are:

- Physically, as in the body
- Mentally, as in the mind
- Emotionally, as in our feelings
- Intuitively, as in spiritually

We think, feel, act, and use intuition to express ourselves and obtain our goals. Carl Jung concluded that everyone was born with four distinct ways of interacting with the world. These four kinds of interactions correspond precisely with the four functional intelligences.

Each function also corresponds to a personality type. Studies

show that identifying your personality type is analogous to recognizing how we are motivated to achieve various results. This premise led Katharine Cook Briggs and Isabel Briggs Myers to develop, in conjunction with career counselors and college placement officers, the Myers-Briggs Type Indicator. This psychological inventory is administered to millions of people annually to help assess how a person functions, which in turn can help determine possible career paths.

The *Physical Intelligence*

It's all energy.

Albert Einstein

Physical intelligence refers to matter, the visible manifestation of potential energy. Athletes, surgeons, artists, pilots, soldiers, and nurses are all examples of individuals displaying physical intelligence through their development and expression of physical acuity, motor skills, athletic ability, or dexterity.

The significance and nature of physical intelligence became clear to me back in 1981 when I was developing a trapshooting enhancement program for three business colleagues and me. All of us were heavily into shooting on a competitive basis. My three colleagues—Sal Pepe, Andy LaSala, and Steve Giamondo—while top guns on a state and regional levels, were seeking to enhance their skills. To improve our performance, we focused on the human character formula. Being aware and focusing on *what* we were doing rather than on *how* we were doing was crucial. Soon, all four of us were finishing in the top five spots in every competition.

Our significant successes demonstrated that our application of the human character formula was highly effective in developing

physical skills, not only in the area of trapshooting, but also in other physical endeavors, such as golf.

The amount of concentration focused on the immediate task always correlates with the degree of success realized.

In addition, my colleagues' abilities to generate self-confidence—the belief part of the character formula—played a large degree in our success. We were amazed at how we tended to defeat ourselves by our limiting perceptions. Saying, for example, “I don't think I can shoot 200 targets without missing,” or “This is the first time I have competed at this high a level; I hope I don't mess up.”

You can place yourself on the practice putting green and make one three-footer after another without missing a single putt. However, approaching the same putt during a competitive round is like walking a narrow wooden plank 100 feet off the ground.

The degrees of focus and belief in your skills is paramount to success in stressful times.

Success in sports, a subset of physical intelligence, depends on how well one focuses on the task at hand, as well as the belief in one's ability to achieve that end. Focus, belief, and expression are the human character formula.

An amazing fact about physical intelligence and undertaking physical tasks is that everything seems to fall apart the moment we think we've mastered a skill. The seventy-two score on the golf course one day can easily turn to an eighty-nine the next day without any significant changes in the playing conditions.

This is true of all physical undertakings because when we are under pressure, we tend to fall back into our old way of looking at things or a former frame of reference.

We become reluctant to fully assimilate new ways of thinking or acting because it is easier to stay in our comfort zones, our common thinking, or environmental minds. The result is that we return to less productive, habitual actions.

For example, the brain organizes billions of neurons in its neural network when trapshooting. The greater the ability to concentrate and image, the better and stronger the organizational capacity of the neurons and their networks will be. Lose focus or confidence and your skills suffer.

Accordingly, the best way to retain focusing power is by adhering to abstractions, such as visualizing colors and listening to music. By imaging or focusing aurally, we bypass the short circuits of our restrictive thinking patterns. Doing so opens automatically to the new—and larger—paradigm for us.

The Emotional Intelligence

A cheery relaxation is man's natural state, just as nature itself is relaxed. A waterfall is concerned only with being itself, not with doing something it considers waterfall-like.

Vernon Howard

Emotion is a form of intelligence that goes well beyond any traditional connotation of the word. People usually equate emotion with feeling or desire. When emotion is positive and healthy, we are motivated to achieve and to learn. When emotion is

negative and unhealthy, our results are failed efforts and restricted development.

Also, unbalanced emotions have a negative impact on any other intelligence we have listed thus far. Tent revival enthusiasm may lead one to a blind adherence of unexamined beliefs. Raw, unchecked emotion can produce shallow assessments, incorrect procedures, or skewed priorities. Unhealthy emotion can affect relationships, job performance, and self-esteem; on a larger scale, it can result in crime, wars, and prejudice. In short, if not used objectively, emotion can cloud our judgment and cause erratic or destructive behavior.

On the other hand, emotional intelligence carries very positive connotations when balanced. We should not lose sight that emotional motivation and desire have resulted in astonishing achievements throughout the history of humankind. The movement of humans from small bands of hunter-gatherers to large populations that use law, reason, and technology represents an evolutionary drive toward potential that is astonishing, even when allowing for human's inherent imperfections.

During the human's long ascent to present-day achievements, we've also had the desire—the emotional intelligence—necessary to produce great works of art, develop medicines, care for those less fortunate, and form systems of government that, with some unfortunate exceptions, have sought justice, fairness, and equality for all communities.

To say that emotion always clouds reason, therefore, is short-sighted. On the contrary, emotional intelligence is one possible avenue that expresses the more poignant and most joyful feelings. Actors, writers, motivators, caregivers, and parents are some people who use emotional intelligence and express their feelings as strengths.

The Mental Intelligence

Ordinary people believe only in the possible. Extraordinary people visualize not what is possible or probable, but rather what is impossible. And by visualizing the impossible, they begin to see it as possible.

Cherie Carter-Scott, author

The next functional intelligence is mental. This refers to knowledge and comprehension, as well as the ability to use reasoning and critical thinking skills. To use a colloquialism, mental intelligence is the use of brainpower. Creative writers, researchers, professors, and scientists are a few who use their cognitive skills in their profession or who rely on mental intelligence.

The mental functionary accomplishes tasks by thinking through problems or issues versus physically doing them. The caveman threw rocks, while the Romans catapulted them; this demonstrates mental intelligence as part of our evolutionary curve.

Still, if mental skills were the ultimate intelligence, MENSA members would rule the world. As you are learning in this book, human dynamics goes far beyond an intelligence quotient (IQ) as measured by a test. More important than IQ is how we develop and use our potential. We know that people with high IQs are capable of language, math skills, and riddle solving, among many other abilities. The person who *understands* and *applies* these skills will succeed repeatedly. However, the person who works on developing his mental potential ultimately prevails.

Heroes from film and literature have been grounded in mental intelligence. Sherlock Holmes, the creation of British writer Sir Arthur Conan Doyle, solved crimes by using a refined mental

capacity, known in the genre of mystery as ratiocination or deductive reasoning. To be sure, Holmes' intelligences were razor-sharp, enabling him to amass more information than the average person, but the process by which he solved his mysteries was primarily cerebral. His mental powers and sense of logic rival the most sophisticated analytical computers in existence today.

We still value astute mental functioning such as inquiry and dialogue. In fact, the entire profession of executive and lifestyle "coaching" revolve around these two mental skills. We also value the person who is reflective in their nature, and is able to think through problems and solve them. People of exceptional mind are able to think not only critically, but also creatively.

The *Intuitive/Spiritual* Intelligence

Intuition is the clear conception of the whole at once.

Johann Kaspar

To function intuitively is to tap into a higher force or energy that elevates a person's consciousness to a different level of awareness. Such intelligence has traditionally been regarded as the sole province of mystics and seers, but ordinary people exploring the development of their spiritual, intuitive sides challenge this limited view.

One such person is biologist Rupert Sheldrake. In his book *Seven Experiments That Could Change the World*, he explains that people who learn to recognize synchronicities can attain intuitive/spiritual intelligence.⁴

The term synchronicity, first coined by Carl Jung, refers to a meaningful coincidence that could not be expected to happen under circumstances governed by mathematical probability. Sheldrake believes that ordinary people can become more aware

of synchronicities in their lives by paying closer attention to small events, such as a chance encounter with a friend, an unexpected phone call, the song playing on the car radio—literally anything that comes into their field of awareness. Sheldrake contends that when people pay close enough attention, they become aware of emerging patterns that represent universal intelligence communicating with them. The question is, “Are we paying attention? Is our awareness attuned at that level?”

Intuition taps into this intelligence directly. Our mind and bodies are hardwired for intuition as some recent research discovered. In 2004, *The Journal of Alternative and Complementary Medicine* reported the study results of “Electrophysiological Evidence of Intuition: Part 1. The Surprising Role of the Heart.” The reported results are listed here.

“The main findings in relation to the heart’s role in intuitive perception presented here are: (1) surprisingly, the heart appears to receive and respond to intuitive information; (2) a significantly greater heart rate deceleration occurred prior to future emotional stimuli compared to calm stimuli; (3) there were significant gender differences in the processing of pre-stimulus information.”

We have access to universal intelligence and can have discourse with a larger field of consciousness using intuitive intelligence. This is a normal condition of our four functional intelligences and our common, natural state when we enter the exceptional mind.

Intuitive intelligence has many applications. Professional stock market traders balance their economic forecasting skills with old-fashioned intuition. Likewise, entrepreneurs often “go with their

gut” when it comes to decision-making. Professional gamblers are usually armed with a great deal of information pertaining to gaming rules and odds, but they also use intuition to know when taking risks could be beneficial. Because intuitive intelligence intrigues so many, people often ask me, “What are spirit and intuition? How do they work?”

Spirit: In the Old Testament, we read, “...and the spirit moved over the waters...” I interpret this to mean the basic force of the universe is effected by the spirit, which in turn means there exists within us a motivating, expressive force, part of the creative intelligence group.

Accordingly, this inspirational factor moves us at a core level. Hence, when we see a ballplayer who is hustling all over the field we say, “He has a lot of spirit.” Likewise, if we encounter a fire-spitting preacher, we say, “He is filled with the spirit.” Being “psyched up” equates to generating spirit. Having spirit is a form of functioning, taking action, or making things happen! This explains how a mother who weighs 135 pounds lifts a car off her child; how one overcomes his or her fears; how the “eureka” moment develops. Spirit is the most powerful of functional forces.

“**Intuition** is pure reason,” Socrates said. Intuition is a state of always-available consciousness, which enables us to know and be aware at a much higher level of functioning, beyond our other senses and abilities.

Our theory of potential is an ideal structure for understanding intuition, consciousness, and reality. Briefly, we have an energy field that allows the consciousness to create, organize, and produce subjective and concrete realities. In bypassing subjectivity and relating to underlying objective information, we use intuition.

Using Functional Intelligences

The functional group of intelligences corresponds to the four spiral aspects of cell development. Every kind of function that people can perform is carried out physically, emotionally, mentally, or intuitively. In any high school, we can see students using one or more of these four intelligences, depending upon their tasks.

- Students on the athletic field use their physical intelligence in practicing athletic plays, increasing strength and endurance, and focusing on specific skill development.
- Drama students on the stage use their emotional intelligence in playing a character.
- Students in computer or math classes apply thinking skills in memorization, problem solving, and theorem application.
- Students in advanced classes may develop intuitive skills through psychic games or developing creative paintings or dances for school shows, or by generating great spirit for a project or school assignment.

In any office where team members confer on projects, you will find all four functional intelligences at work. The visionary, using mental images, sees the whole project and communicates clearly the “bigger picture” to her team. The team members who emotionally feel the project will share their enthusiasm if it is exciting or say, “It’s a dud.” The one who senses the image and perceives the project, might follow the project’s success trail into the next six months and call for an action plan. The team member with the do-it physical intelligence will walk the plan into action.

Assessment and Strategies for Four Functional Intelligences

Concrete thinking demonstrates manifest physical reality, everything we see, touch, breathe, and observe. This would include physical skills and ability in athletics or surgical procedures, for example.

Exercise: List instances in the past where you failed or lost because of poor material, or physical issues. Two examples are losing a business or having a sports injury that prevented further playing.

Focus for two minutes on concrete thinking

- List examples of concrete thinking or physical intelligence in your life? How do you use it?
- Examine how your material/physical shortcomings might be enhanced or overcome.

Mental thinking refers to the use of observation, rationality, logic, and its numerous segments such as deductive logic.

Exercise: List instances in the past where you failed or lost because of poor logic issues. Examples include making investments without exploring risks or accepting one doctor's diagnosis without further research on the doctor or the illness.

Focus for two minutes on mental thinking

- List examples of mental thinking in your life. How do you use it?
- Examine how to increase your logical skills. Examine how to work around poor logical skills through natural thinking.

Emotional thinking equates to emotional intelligence—the ability to maintain objectivity, impartiality, to control ones feelings. Another aspect is how to use emotional power such as expressing love and concern, getting excited for an action or passionate about a project.

Exercise: List instances in the past where you failed or lost because of poor emotional issues or management.

Focus for two minutes on emotional thinking

- List examples of emotional thinking in your life. How do you use it?
- List your emotional weaknesses. Examine how natural thinking can offset those weaknesses.

Intuitive or abstract thinking concerns the underlying, root basis of things. It also relates to archetypal or representative processes and is interpreted as intuitive thought. One can further include spiritual type thought within this aspect, viewed as an elevated form of consciousness, wisdom, or a deep sense of connection.

Exercise: List instances in the past where you failed or lost because of a lack of deep, profound thinking.

Focus for two minutes on abstract thinking

- List examples of abstract thinking in your life. How do you use it?

Convert Abstract to Concrete	
Abstract	Concrete
Aware	
Belief	
Communication	
Model	
Process	
Priority	
Details	
Whole	

In summary, keep in mind that each of us uses all of our functional intelligences, and will excel in one or more as we evolve to exceptional mind.

Next, we'll explore polarity, which explains why our phenomenal potential and the great restrictors coexist within us, and how we can use polarity to assist our access to the exceptional mind.

CHAPTER EIGHT

The Polarity Principle

*Only those who risk going too far can possibly
find out how far one can go.*

T. S. Eliot, Poet

As with the thirteen intelligences inherent in our nature, there exists within nature a polarity principle. Earth has a north pole and a south pole, atoms have polarized electrons, and electrical currents have negative and positive charges. The polarity principle, recognized in all cultures, implies that everything is dual or has two sides. The principle also implies that two sides are inherent with the whole, as in two sides to one coin, or two magnetic poles on one planet.



In Eastern philosophies, the nature of energy is seen as polarized—yin and yang. Our Western frame of reference views issues in terms of polarities such as yes/no, guilty/innocent, right/wrong, black/white, and so forth. We recognize polarities without a great deal of forethought.

Yin and Yang

When I set out on my search for truth, I first sought a concept that would include opposites without trying to negate or deny them. I found Taoism, the Eastern belief in *yin* and *yang*, opposing forces representing female and male, passivity and aggression, negative and positive. In Eastern thought, *yin* and *yang* are complementary parts of a whole, not adversaries striving to triumph over one another, as Western culture interprets the concept. The Tao advocates a balance between forces, not antagonism. In *The Tao of Inner Peace*, Diane Dreher writes,

*“When we’re caught up in dualism, conflict invariably turns into combat. Fearful and defensive, we project our negative shadows upon our opponent, whom we see as the cause of all our problems. We define conflict resolution as a matter of either “winning” or “losing,” defeating our opponents or being defeated. All other options vanish, and instead of using our energies to solve problems, we turn in fury upon our perceived enemy.”*³

Buddha gave the same prescription for living in his Fourth Noble Truth, in which he advocates the Middle Way, a path that avoids extremes. For the Buddha, it was this “third path” that ultimately has the ability to release humankind from *samsara*, the ceaseless cycle of birth and death driven by karma, the never-ending chain of cause and effect.

For those of us evolving to exceptional mind now, we go *natural*, not the normal paths of common mind or environmental mind defined by culture. Going natural is to follow nature’s thirteen

intelligences to understand how our potential unfolds, to rise above the dualities, and embrace exceptional.

Indeed, there is stability in all of nature based entirely on this union of opposites. Without a doubt, human existence itself is modeled on the tension between extremes, for life is always placing us at the crossroads of polarity.

Personality Orientations

We strive for transcendence, or the middle path, to establish character virtues such as accountability, responsibility, and understanding. To this end, look at the following list, which represents samples of polarities—called personality orientations—in our everyday activities and relationships.

Personality Orientations	
potential = possible	actualized = done or accomplished
introverted = inward-oriented	extrovert = outgoing
open = willing to accept, expansive	closed = unwilling to accept, restricted
objective = impersonal position	subjective = personal position
variant = focus on dynamics, change, and flexibility	invariant = focus on fixed and static patterns
self = self-centered	selfless = other-centered
rote = doing things automatically	thinking = examining objects and ideas carefully
abstract = relative, archetypal	concrete = factual, tangible
positive = plus	negative = minus
defensive = guarded	aggressive = forward
weak = lacking	strong = capable
probable = likely to occur	determinate = definite

If we take one of the two polarities as a basis for our point of view, we eliminate half of the world of possibility and life experience. Everyone has strengths and weaknesses as represented on the polarity list. Your character may lean toward one polarity or another, based upon your strengths and weaknesses.

<p>I'm here and can't get to the other side</p>	<p>F E A R</p>	
----------------------------------------------------------------	-----------------------------------	--



Knowing your strengths is great. It is, however, equally important to focus to identify and address your weaknesses, since you are incorporating both worlds into your perception. You open numerous new doors of opportunity.

Never be afraid of your weaknesses. You may be introverted and passive, fearful of expressing how you really feel. Perhaps you are weak and defensive in certain situations, always on guard against what you perceive as possible harm. Maybe you're not aggressive enough on the golf course. If you're trying to quit smoking, you may feel that the odds are stacked against you, so that your attitude is

“probable” rather than “definite.” Regardless of what weaknesses you have, you can use them to grow by first becoming aware of them and then examining your beliefs by asking questions such as these:

- Am I afraid to listen to others because they may think they are smarter than me?
- Do I withhold my point of view for fear of being ridiculed?
- Do I think I will be hurt in a relationship because my previous partner treated me with cruelty?
- Am I worried about what others are thinking when I swing a golf club?
- Do I think any attempt to stop smoking is doomed because I tried before and failed?

Remember that *focus* is the first, basic intelligence for exceptional mind. So when you focus on weakness, you can see clearly unhealthy behaviors that corrupt your naturally clear and efficient abilities by rigid, institutional thinking. You can see how the great restrictors hold you back to some degree. It makes no difference whether you want to improve your golf game, quit smoking, be a better student, or enjoy healthier personal relationships. You can improve your life and go far beyond common and environmental thinking styles to the exceptional mind.

When you “postpone” or suspend your belief about an issue, your mind opens to other, larger possibilities.

Tensions

Breathing consists of opposites, inhaling and exhaling. Indeed, there is stability in all of nature based entirely on this union of such opposites. However, if you could only choose one function, which

would you choose? Having to choose one creates tension in you, and every day, you make either/or decisions. Without a doubt, human existence itself is modeled on the tension between extremes.

When we skew to one extreme of the polarity, we feel like we are being stretched. This tension serves a purpose in the natural world by creating resistance, which we can change into a resource. When faced by our weakness or tested by the great restrictors of fear, ignorance, ego, and self-deception, we stretch our character to accommodate the tension, and grow and learn new virtues.

Even issues such as “political correctness” present polarity since they challenge given realities. Whether you agree with political correctness is not an issue, yet political correctness could be regarded as a restriction in itself, a form of self-deception. It can actually deter one’s motivation to correct a weakness.

Transcendence

In accordance with nature, all of us have strengths and weaknesses. Notions of good and bad are visceral and produce great restrictors of fear, ego, ignorance, and self-deception. When we think *only* with our emotions, we polarize or lean toward feelings such as depression, anxiety, and jubilation. We can be so positive that we deny negativity exists, and are blinded by the light. On the other hand, we can be so negative that we shut out faith, learning, and love.

By transcending the extremes of any polarities, we form a new reality. Transcendence is the essence of dynamic development and the very heart of realizing our potential!

Everyone possesses the thirteen intelligences and must function in conjunction with polarities. When we accept the existence of polarities without judging them, we implement changes in our lives. We are open, capable of adaptation and change.

Polarity Examples in Common and Environmental Minds

Consider the bumper sticker that was so popular during the Vietnam era: AMERICA: LOVE IT OR LEAVE IT! This bit of raw emotion hurled at protesters didn't leave much room for the kind of discussion that our democracy was founded upon. To some, the visceral appeal to patriotism ignored the fundamental American right of free expression. People opposed to protest would scream at demonstrators that U.S. troops in Asia were fighting for the right of protesters to march in the streets ... so the protesters should therefore go home and support the boys in Vietnam. The contradiction in logic was not perceived. Ironically, the protesters often behaved no better, but instead hurled insults at those criticizing them, causing shouting matches that ended only when the police dragged both parties away.

These sentiments are still very much with us. For any given cause, we are told that, "If you're not for us, you're against us." Most controversial social issues as gay marriage, sex education, evolution, health care, foreign policy, and tax cuts are but a few that polarize people into camps of for or against.

We are conditioned culturally to approach issues in terms of right and wrong, with virtually no willingness to concede that some answers lie in the proverbial gray areas of life.

This is the basis of our common and environmental thinking types. Is it any wonder then, having witnessed accusations and criticisms in our environments, that many people suffer from low self-esteem and depression? If we don't have the right kind of body, partner, house, car or job, the resulting perception is that of failure.

Become Friends with Common and Environmental Minds

Let's look at an example of utilizing polarity through your exceptional mind in order to implement your common and environmental minds. To a large degree, the common mind is a rote, unaware patterning entity. At the same time, the environmental mind is a discriminating entity in that we are using our decision making for personal choices. Compare this to our exceptional mind where we are engaging areas based on factual directional choices.

So in a sense, the common mind can be interpreted as a "closed system" entity because it is a process. Also, environmental mind can be interpreted as "discriminating thinking" because the choices are personal, not objective. We can use our exceptional mind to overcome the restrictions of these two and actually use them to our advantage.

Let's take an example of the difference between the two. Ann is always looking for her keys; this is because when she gets home she puts them down without thinking of what she's doing—discretionary thinking.

Jim always knows where his keys are because he systematically places them in the table drawer as soon as he walks in. These two forms of thinking have no correlation with any of our three states of mind, but they do represent a conscious decision-making process as to which of the three we choose to adapt. Ann can continue an ineffective discretionary process, which would leave her in the common or environmental mind states, or choose to engage systemic thinking for this particular issue and move a step closer to her "exceptional mind."

The Fabric of Human Character

Polarity is an integral part of human character. No one can deny that individuals display a wide range of behaviors. People can be passive or aggressive, weak or strong, open-minded or closed, introverted or extroverted, abstract or concrete, optimistic or pessimistic, objective or subjective—these are only a few of the more recognizable characteristics of humans. Polarities simply exist.

They were always there and will always be.

Acknowledge and be aware, don't judge, shun, or avoid polarity, which is primary in the common and environmental mind.

The idea of opposites is mirrored in the fabric of subatomic particles. Antimatter is not an invention of science fiction, for electrons have positively charged companions called positrons. Similarly, protons and neutrons are composed of quarks, small bits of matter that possess different qualities of spin, called *up* and *down*, *top* and *bottom*.

Reality uses these opposite particles to produce the observable universe. There is a tension and dynamism among elemental bits of matter that produce the paper you see or the furniture in your room. Polarity allows the potential of the universe to manifest itself.

The cosmos regards tension between polarities as a creative dynamic, and one of our tasks is to find some way to use this tension.

Life constantly pushes us to make choices so that we may evolve and grow while contending with alternate ideas and their consequences. Sometimes, evil is inextricably bound up in our

decision-making processes, and we need to come to terms with this fact. In life we are dealing with both negative and positive polarities, however we interpret these aspects in our personal points of reference. How we interpret determines which of the three states of mind we are anchored in.

The history of all life on earth shows that species survival depended on strength, power, predation, and domination. Once these traits proved successful, species were able to find a stable environment in which to propagate. The violent mechanism of natural selection resulted in stable, harmonious ecosystems.

Summary

- Polarities exist in nature, in potential, and therefore within us.
- Eastern philosophies see polarities as complements.
- Western culture tends to view polarities as antagonistic.
- Polarities are a neutral energy that are activated by people who give them definition and properties.
- Polarities provide a tension for our growth, causing us to find a middle path of neutrality, transcend to exceptional mind, or to stretch and grow with the tension.

Assessment and Strategies for Polarities

Review the personality orientations in this chapter on page 93. This factor of opposition is critical to our development and well-being. It is vitally important in conflict resolution and problem solving.

Cultural characteristics have to do with opposites as well, but are directed toward belief systems. When there is great opposition between beliefs, this sets off a polarity.

In order to integrate and elevate our position in life, these characteristics need to be dealt with. They tend to relate directly to our beliefs. Personality orientations relate to the way we express our polarity positions, while cultural characteristics relate to the way we think and view things. In an ideal world, we relate cultural characteristics to exceptional thinking models.

Thirteen Exceptional Thinking Models

While we all think in many ways (cultural characteristics), there are thirteen models we employ.

Here then, are the thirteen models, uncorrupted by cultural or institutional notions.

Thirteen Exceptional Thinking Models	
Focused Thinking	The very first thing we do is focus. This is recognized as awareness, consciousness. This ranges from unaware or unconsciousness to being zoned in or illuminated. This is where will comes from, attention, concentration.
Creative Thinking	Involves concepts we develop. Beliefs, perceptions, imaging are all part of this aspect. Sometimes identified as “out of the box.” Visualization lies here.
Expressive Thought	How we communicate, express ourselves. This has to do with how we characterize our focus and belief.
Strategic Thinking	Consider that one of the first things we do in organizing is establish a strategy. In an ordinary day we proceed by strategic aspects of models, rules, laws. In effect, we seek out a method of organizing our daily patterns. We typically proceed from a central point.

Systems Thinking	This is where processes, patterns, orders, procedures are based. By understanding various systems and how they connect and interact, we can see things clearer. There are two types, open and closed. Open grows, expands while closed is stable, predictable, decays.
Reflective Thinking	This deals with feedback and its analysis. It also relates to mirroring; what we see about ourselves in others.
Critical Thinking	This involves measuring, judging, assessing. It can be judgmental or directional.
Complexity Thinking	Here we see numerous parts, details as part of a whole. Also known for cross disciplining, which covers converting principles from one discipline to another. For example, computer science with biological science.
Whole Brain Thinking	This encompasses body and mind as well as right brain/left brain engagement. It also deals with looking at matters from multiple perspectives. The sum of the parts, the forest, and the trees.
Concrete Thought	Focusing and concepts of material matters. That which is observable, including physical reality.
Mental Thought	IQ, logic and its numerous segments such as deductive logic, mental health, etc.
Emotional Thought	Equates to emotional intelligence. The ability to think objectively, impartially, to control one's feelings. Also how to use emotion as a power such as expressing love, concern, etc.
Abstract Thinking	Concerns the underlying, root basis of things. It also relates to archetypal or representative processes. Also, intuitive thought. One can further view this aspect as "pure thought."

- Focus on your personality orientations or cultural characteristics for two minutes. Record your thoughts.
- Next record your physical, mental, emotional, and spiritual beliefs about the orientation
- Using the thirteen intelligences, integrate/synthesize this issue; that is, find a way that both sides of the personality orientation* (or conflicting thoughts) and cultural characteristics are brought together. Is there a middle road?

Checking In

What have we learned about exceptional mind thus far? Let us summarize this step along our human evolution to explore and expand the natural intelligences that all of us possess.

- The first three intelligences of the creative group are focus/awareness, belief, and communication/expression. These three make up our human character.
- Our human character expresses through four functions: physical, emotional, mental, and intuitive/spiritual. Depending upon our temperament, we may find strengths in one or all of the areas. Our goal of exceptional mind would have us use our talents, face our fears, and strengthen our weaknesses to evolve to our fullest potential.
- The great restrictors of fear, ego, ignorance, and self-deception tilt our characters to one polarity or the other. To stay balanced within these polarities, we can choose a middle path, seeing that polarities are truly complementary, and use the resistance of being skewed to one extreme or the other as a resource for self-realization.

Next, we move to explore the intelligence tools of organization. Once we know our character, how we function through the physical, mental,

emotional, and intuitive realms, then the organizational tools tell us how to structure and manifest within our realities.

CHAPTER NINE

The Intelligences of Organization

There are grounds for cautious optimism that we may now be near the end of the search for the ultimate laws of nature.

Stephen W. Hawking

The next six intelligences are tools for organizing and they culminate in structure, which is the arrangement of parts and their relationships. Like a jigsaw puzzle, we can use the organizational intelligences to provide a big picture into which we can arrange the puzzle pieces whenever we undertake an organizational task. This is especially helpful if moving from one polarity, or point A, to the other polarity, or point B. Organizational intelligences get you to your destination.



Tool 1 – The Model

To change something, build a new model that make the old model obsolete.

Buckminster Fuller

Chapter One started with the story of a gardener and his appreciation for the layout of his vegetables and flowers in alternating rows to produce varied colors when in full bloom. The gardener used the first organizational tool, the model, which refers to the adoption of an image or picture of what works.

- o Franchises sell their model of a successful business to people who want to own and operate within a larger ring of success.
- o Master teachers have developed a model for teaching a specific topic, and then supervise younger teachers in the development of success strategies.
- o Parent coaches have developed a successful system for communication among family members, and then model the relationship skills for the parents, who, in turn, model the skills for and with their children.

We use a model then to represent a structure that others can replicate or imitate. Children imitate or model their parents' speech and activities. Professionals model their mentor's behavior.

Business, like parenting or education, is another primary area where the use of models is critical for efficient functioning. In management, for example, most businesses were based on concepts of authority rooted in a chain of command. Businesses also rely on economic models of free enterprise, profit, and supply and demand. Additionally, corporations have research and development sections that produce new products based on given standards in the marketplace.

Quite simply, models show us what works, even in the field of health and nutrition. Consider such a rudimentary decision as choosing to eat a balanced diet. Effective models of dieting show us how many calories we need to burn to lose weight. Overweight

people cannot shed pounds without a safe diet plan supplemented with exercise. While fad diets and weight loss pills flood the market daily, the most proven model is to eliminate certain foods while exercising on a regular basis in order to burn excess calories. However, the best model will be the one that maintains virtue and produces effective, valid, and efficient results.

Even biological development hinges on the concept of models. The process of natural selection increases the chances of development for members within a species that has already experienced past success in adapting to its genetic environment. In short, nature's own economy and wisdom, aimed at potential growth, places a high premium on the model. Modeling represents the very foundation of natural selection.

Tool 2 – The Detail

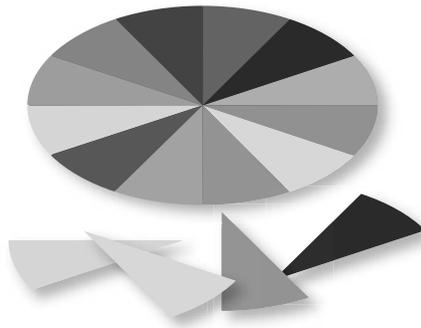
*The biggest problems in business stem from ignoring
the smallest of details.*

Michael Levine

Detail is a straightforward but essential intelligence because it relates to your ability to perceive specifics, levels, or separate items in the context of a larger system or model. Details relate to an object or idea's breakdown into its elements or parts.

**Figure 1–
Model**

**Figures 2–
Details**



The importance of details is evident in our environment and tasks. We may not recognize this intelligence, but everything in existence has components; even wholes are part of a greater wholeness.

The same holds true for issues or ideas. We focus on a general concept rather than the details within a particular concept. Most of us would agree that the Constitution is a brilliant document that validates the great American experiment in democracy. A majority of people, however, would not be able to name its details like the amendments or the Bill of Rights.

The communication of information presents another excellent example of details. Books have pages, upon which are printed words, in turn, formed from individual letters.

The valuation of a home is another example. We arrive at a final value by looking at given details: its condition, location, size, property, taxes, nearby schools, and other factors. The fewer details one considers, the greater the chance for a mistake in value.

Persons who think or act in generalities don't get very far in convincing others or making a point, nor do they understand a subject as well as they could if they pursued details. Such is the case with the common mind.

When the gardener designed the model of his beautiful garden, he filled in the details of his model, such as which plants to use, where each would go in relation to others. For example, the gardener liked to put marigolds around tomato plants, as hornworms won't move across the marigold barrier. He designed the details of where each blooming flower group would go by the plant height and the color of the bloom.

Once he sketched the details of his model, the gardener was ready to establish the routine or process for the gardening.

Tool 3 – The Order or Process

We must expect to fail...but fail in a learning posture, determined not to repeat the mistakes, and to maximize the benefits from what is learned in the process.

Tom Engstrom

In its simplest terms, the intelligence of order encompasses procedures and all patterns of action.

- The steps for completing a project
- The procedures we follow
- The patterns we use to accomplish large and small tasks

Daily routines are examples of processes we engage in to accomplish a goal. Every morning, we get up and go through certain rituals—grooming, dressing, and eating breakfast—so that we’ll be presentable in the workplace. We then drive to work or use mass transportation that runs according on a schedule so we arrive at work on time. Throughout the day, we adhere to more schedules in order to accomplish a quantifiable amount of labor.

This is done for the dual purpose of furnishing society with goods and services, as well as providing a personal income, making possible, among other things, the continued practice of the initial processes of getting up, grooming, and going to work. This is order. This is how common and environmental minds are structured.

It is not surprising that some people complain about the predictability of their lives brought by routines. The parent laments at the never-ending routine of cleaning house, driving children to school, and preparing meals. A wage earner, caught in the “rat race,” expresses frustration, especially for perpetuating itself. Certain repetitive tasks can literally cause depression in some people, or

the more common complaint of “boring!”

Yet, in the spectrum of natural intelligence, order empowers people to transform frustrations over routines into action and achievement. A quintessential example is the way the Japanese have integrated holistic health into their workplaces by scheduling frequent breaks during the workday for rest and exercise. Many companies even permit time for recreational activities or hobbies such as bonsai, which is a novel approach inasmuch as bonsai itself requires focus, concentration, and order, and yet it is perceived as relaxing.

There exists a natural order, and to have exceptional mind, we use natural order to our advantage and for our accomplishment.

- Joe has stayed awake at night ever since his teen years. His routine is to sleep through daylight hours and awaken in early afternoon. Joe has always worked a night shift at the local plant, knowing he functions best at that time.
- Human thinking best follows an orderly process like mind mapping when creating a new project.
- Children thrive under structure and routine because such order helps them feel safe and secure when younger. Children enjoy knowing what is expected of them.

When we grasp the inherent order in a system, we can predict what is coming next. Predictability is a positive aspect of order, and of value in understanding scientific, psychological, and philosophical ideas. If we wish to study any branch of math or science, we must do so systematically—allotting time to study, assessing the amount of material to cover in each session, and working through problems to test our understanding of concepts.

Order shows us the steps involved on the paths we travel. The better ordered we are, the more efficiently and effectively we function. Here again we see factors of virtue at work.

Tool 4 – Measurement

Measure provides a reference point for breadth and depth of our understanding.

The measurement intelligence applies to different processes and is analogous to prioritizing issues, events, or our daily actions.

The gardener measures his fertilizer in ounces, his watering system by the timer, the height of his plants in inches or feet, and the fullness of his blooming plants by the number and health of their flowers. Therefore, the tool of measurement can ascertain size, amount, or depth.

Measurement assesses aspects of value or quality. Some women pay for expensive clothes, believing that quality and fit correlate to cost. When investors want to put their money in the stock market, they judge the risk and return they could realize. Depending upon the individual's success or failure, priorities may change, such as the sum invested or the type of investment.

Measurement includes a comparison of standards. Indeed, without the intelligence of measurement, there could be no system of checks and balances as in the three branches of the U.S. government, where each branch oversees the performance of the other two.

Prioritization is another way of using measurement.

- A general might deploy troops to one theater of operations before another.
- In government, it might be necessary to assess methods of

taxation before enacting laws on an action such as Medicare.

- In everyday life, we must all select which appointments, errands, or chores take precedence over others.

Without these priority comparisons, we would never accomplish anything. *One of the hardest things to do in organizing is to stick to priorities.* In my experience, people in the common and environmental mind state change priorities faster than they flick a light switch. Flexibility is fine; chaos is not. Measure is critical if we are to transform our infinite potential into recognizable patterns of reality. The better one's ability to measure, assess, or prioritize, the more accurate his discernment.

Tool 5 – Reflection

By three methods we may learn wisdom: first, by reflection, which is noblest; second, by imitation, which is easiest; and third, by experience, which is the most bitter.

Confucius

The fifth organizational tool, reflection, is a feedback mechanism. Let's start with the human eye, which, like a video camera, perceives and focuses images on the lining inside the eyeball. Next, the nervous system evaluates the image signals at about thirty times per second, using memories and images already stored in our experience. Our human interpretation of reality is stored within our memories; we reflect reality, have new experiences, and update our database of memories every single day. You've probably heard sayings such as these that refer to this fact:

- What you see is what you get.

- If you can believe it, then you can achieve it.
- As above, so below.

We also call this visceral intelligence mirroring or feedback. It is derived from the age-old Oriental notion that whatever bothers or disturbs us to any significant degree is an internal factor being reflected back to us. In other words, whatever unsettles us concerning another is actually something within ourselves that is wrong or incorrect and needs attention.

A good marital therapist will help clients explore the possibility that complaints about their partners may originate because of some inadequacy inside of themselves, not their spouse. A basic tenet of psychology is that people have a tendency to project their own unhealthy behaviors onto others, in whom they see the behaviors mirrored, without being aware of this process.

If what we see reflected back to us is our personal world, do we have the right to blame another, or must we take care of it within ourselves? Applying exceptional mind requires that we take responsibility for our beliefs, actions, and projections. Husbands and wives often claim that they do not receive enough attention (or the right *kind* of attention) from their partners. If a husband or wife feels neglected, he or she is neglecting something important in his or her spouse. A husband may not be getting enough credit for the time he spends at work, while a wife may not receive enough appreciation for the role she plays.

Two excellent examples of the phenomenon of mirroring involve my good friend and colleague, Terry Anderson, who was the Associated Press bureau chief for the Middle East. Terry was held hostage in Beirut from 1985 to 1991 by Islamic militants demanding the release of seventeen Shias convicted of bombing the French

and American embassies in Kuwait.

In his book *Den of Lions*, Terry writes of the tension that existed between him and another hostage.³ After Terry precipitated a confrontation between the two, the other hostage left the cell to wash up. In the absence of the alleged troublemaker, Terry urged his fellow hostages to do something since his nemesis was, in his opinion, being obstinate and inflexible. Much to his surprise, the other hostages told Terry that he was the one being obstinate and inflexible, and that he was as much responsible for the tension as the other hostage. In his book, Terry compares his surroundings while a captive to “a house of mirrors.”

Defensive people immediately challenge or dismiss this intelligence because it hits too close to home. Even Terry rejected the idea of reflection/mirroring at first. It wasn't until I reread his book and discussed it with him that he gave the intelligence credibility.

A similar event happened when Terry and I conducted a seminar in Rye, New York, in 1998. After explaining the element of mirroring to the group, several people who attempted to refute the notion instantly challenged me. One woman in particular adamantly rejected the entire thesis.

I asked the woman to give me an example of a recent event that bothered her. She related a situation concerning a new job, one in which she believed several of her fellow staff members treated her with arrogance and disrespect.. Within ten minutes, however, she understood. She openly admitted that the first time she walked through the door of her new employer, she had conducted herself in an arrogant and condescending manner.

To reiterate, this is a visceral science, and I have never seen it fail to provide a valid insight. Granted, it is a difficult concept to deal with, for nobody is perfect—only the path of development

is. Common and environmental people tend to reject this intelligence. They don't accept accountability very well because it exposes them to their inner selves, which frightens them. Yet, reflection is a vital organizational intelligence in that it gives one immediate feedback as to what's going on: what's great, what's wrong, and what action to take.

Since development is a universal principle and our ultimate focus because we are all striving for it, then reflection shows us the way. By using this intelligence, we can become better human beings, more sensitive and aware of the things we do in our lives. We also learn to deal with others in a very comprehensive fashion.

Tool 6 – Synthesis

*Mere change is not growth. Growth is the **synthesis** of change and continuity, and where there is no continuity there is no growth.*

C.S. Lewis

The sixth and final organizational intelligence is synthesis. This is the ability to assimilate bits of information and place it into a larger picture or system. Also called integration, this tool helps you perceive unity and integrate key components into “the big picture” or wholeness.

One who is gifted with an expanded degree of wholeness is truly blessed. The ability to integrate information or events into a meaningful picture is the highest degree of understanding. Some people equate this intelligence with liberalness because of its inclusive nature. It more readily identifies with balance since it takes all factors and puts them into an overall setting.

This would be inaccurate, however, and betrays a complete lack

of understanding. Where integration occurs, opposites or polarities come together and complement each other. This is representative of the exceptional mind, a person who knows how to take negatives and turn them into positives, how to transform resistance into resourcefulness.

Let's look at this element through a real life situation involving our investment company. My son Rob found a property whose owner wanted to sell at the highest possible price as soon as possible. To achieve this, the property needed to go through extensive approvals that would take a long time. Yet, the homeowner needed the money right away to buy elsewhere.

Rob knew the minimum value of the property and was willing to wait to maximize the value. He also wanted to insure liquidity in case something else came along. The resolution was that Rob signed a long-term contract with sliding price levels, dependent upon the degree of approvals. In the contract, he provided the seller with a mortgage on the property for 66 percent of the purchase price at the prevailing rate. This insured the investment and the liquidity while at the same time provided a good rate of return on his invested capital. After two-and-a-half years, at the deal's conclusion, the seller paid Rob money due to interest accrued. The negatives issues were integrated, and therefore resolved.

Insofar as human nature is concerned, synthesis and integration lead to wholeness. A college freshman is accepted into a fraternity, and then is integrated into a larger community. A great batter becomes part of the whole team when he signs a contract. When we become part of a company, a marriage, or a community of some type, we are experiencing the process of synthesis.

Assessment and Strategies for Organizational Intelligences

Concrete is specific, material, and easily visible. An example is a security system installed in a home or business.

On the other hand, abstract is general, etheric, or interpretive. An example is security. To install a security system in a large corporate manufacturing center requires abstract thinking, plotting diagrams, and interpreting applications until the perfect model exists for that business. The key difference between the two is that abstract covers a range of meaning while concrete does not.

Exercise: Look at any personal issue in both terms. Use the following example to get started.

These Principles are abstract	Convert the Principles to concrete
E.G. Awareness/Focus	Focus on \$\$\$
Belief	Making it is hard
Expression	I have little money
Models	
Processes	
Priority	
Feedback	
Details	
Whole Picture	

Checking In

In summary, you are now aware of the interconnectedness of all thirteen intelligences.

Creative intelligences form the human character.

Focus Belief Expression/Communication

Intelligences of function describe how we process and relate to our worlds.

Physical, Emotional, Mental, and Intuitive/Spiritual

Intelligences of organization help us structure our reality, prioritize, and synthesize.

Tool 1 – The Model

Tool 2 – The Detail

Tool 3 – Order/Process

Tool 4 – Measurement

Tool 5 – Reflection

Tool 6 - Synthesis

We are aware of details or concepts. We may model them, prioritize them, and ultimately place them into the context of something larger about which we may or may not have strong beliefs, causing us to take some kind of action. If a man building a house chooses a type of wood, he will do all of the above. He will decide how much wood to use, measure it, determine how to build it according to a blueprint, nail it into place, and eventually create the final product—a finished house. On a personal level, a woman focuses upon the concept of marriage. Her criteria for this function is:

- An attractive (physical) mate
- With good logic (mental) skills
- Who has sensitive feeling (emotions)
- Is generally a spirited person (spirit)

CHAPTER TEN

Blocks Are Hardwired Into Childhood

Exceptional efforts achieve exceptional results.

To use the thirteen tools effectively to access, understand, and apply exceptional mind requires an understanding of intelligence, or “the ability to recognize data, integrate it into a whole picture, and then apply it.” Let’s look at why people don’t learn, understand, or fail to access exceptional mind.

The Master Life Issue

The following information summarizes an incredibly important, effective technique in achieving self-mastery and exceptional mind. While researching factors that could block a person’s ability to expand to the exceptional mind, we learned *how* a child adapts a master life issue around the ages of two or three. While a master life issue usually evolves into a negative occurrence, it can be a very positive factor in their adult lives. By “issue” I mean our natural motivation, a focus and concept that impregnates our subconscious and becomes a basis for our future thoughts and actions. The most recognized of these is our core human dynamics.

Core Human Dynamics

Core human dynamics are the major characteristics of the human condition, and we interpret them as neither positive nor negative, but rather, neutral. These fundamental dynamics are responsible for human behavior:

- Control (influence or regulation)
- Power (potency, strength, or energy)
- Inclusion/acceptance (being a part of something or containing other parts)
- Exclusion/uniqueness (restrictive or reluctant to accept)
- Attention/recognition-seeking (calling attention to one-self or being notable)
- Self-interest (interest in personal advantage, motives, or comfort)
- Judgment/values/appraising (opinions, valuations, conclusions)
- Drive/motivation (to act, instigate, or desire an action)

In any given situation, these dynamics produce either healthy or unhealthy behavior. My own experience is that people have an over-abundance of one or more of these in their personality.

Core human dynamics combine with the thirteen intelligences to form recognizable mindsets. For example, if one focuses on belief concerning control, he or she will automatically consider the following:

- Rules about control
- Priorities regarding control
- Integrating control

- The measure of control
- The process of control
- Details of control

The same process would apply to other core human dynamics:

- Rules about power, exclusivity, judgment
- Priorities regarding power, exclusivity, judgment
- Integrating power, exclusivity, judgment
- The measure of power, exclusivity, judgment
- The process of power, exclusivity, judgment
- Details of power, exclusivity, judgment

Blocks Are Wired in Childhood

Our individual issues are hard wired in our minds and have an effect on us for the rest of our lives by blocking learning of the natural intelligences.

Within the two-to-three age range, children develop their natural intelligences and learn to respond to life's circumstances. One of the first humanists in the field of psychology was Alfred Adler, whose premise about human development was that early in life, each person learns a structured pattern of behavior and response to his or her environment. He called this a responsive style. Adler called the person's style the key to understanding all their behavior—dreams, attitudes, actions, perceptions, memories, fantasies, feelings, and so on. He believed that the way to help people identify their blocks or self-sabotage patterns was to observe how they felt, focused, perceived, believed, and related to others. Adler, then, suggests that by observing or being aware of our responsive styles, we learn our strengths and weaknesses within our (natural) intelligences.

By examining the child's specific growth spurts and tender emotionality during these years, we see how easily blockages can develop.

Bruce Lipton, Ph.D., author of *The Biology of Belief*, charts the brainwave patterns of children, explaining that in the first five to six years, a child primarily functions in the alpha brainwave level. The alpha state is characterized by relaxation, super learning, relaxed focus, memory retention, concentration and focus, vivid imagination, and detached awareness. Alpha brainwaves are similar to the daydreaming mind. During these years, children experience the depth of the early-developing natural intelligences such as focus, imaging, and mirroring. In addition, in these years, children are naturally intuitive, and their connection to their environment helps them to know and feel at a depth that is sometimes lost as the intellect and cognition take over around the ages of six to eight.

In addition, let's examine the developmental aspect of the two-to-three-year-old age range and understand how important foundations contribute to the development of exceptional mind.

- A. **Self-worth:** Around the age of two years, a child forms pictures of himself, and is able to compare himself to others around him. Is he valued? Are people happy or sad around him? How do family members look at him? What expressions come through? Are they proud of his achievements? The development of this concept of "self" for the child is the basis of self-esteem, the foundation of all success traits.
- B. **Social skills:** During these early years, a child perceives herself as an individual, as well as compares herself to those in her environment. She is interested in the play of others. She wants to understand why people act in a certain way.

- C. **Language:** A child's world truly comes alive through language when others respond to them in new ways. Asking questions, speaking with more expression, discovering that language gives them more direction and control of their environment are the bases for reading success, and subsequently, academic achievement.
- D. **Imagination and intuitive ability:** A young child's world consists of visuals and feelings, so much association takes place when a feeling is paired with a person, expression, or experience. This imaginable world is as real to a child as mom, dad, food, touch, and play, and a child may feel vulnerable in this state if those around him do not validate these developing intelligences.

During these early years of growth spurts, the child's nervous system can be easily overwhelmed. These are vulnerable years for the child's wholeness—the mental, emotional, spiritual, intuitive, and physical qualities.

It then becomes imperative for the parents, grandparents, or caregivers to be collectively involved in teaching a child these core issues and the objective, self-developing interpretation of the life issues.

The result of having such an issue is that it controls us and manifests harmful events throughout our lives. Without realizing it, we become subservient to it. This is because we are unaware of the issue and its effect upon us. Also, when we become aware of an issue, we may misinterpret its meaning in our lives. For instance, we may discover that control is our issue, but interpret it as something we exert over others versus using it for our own development, such as self-control.

An example is a fifty-eight year old client named J.J., who operated and owned a small contracting business that he ran by

himself. His issue was control; in other words, he had a hard time “letting go.” Even though he’d been divorced for fifteen years and dating a lovely woman, he could not get the divorce out of his system. The reason he had a “small” business was that he never gave control, even in part, to others. This pattern restricted him in several ways: he focused on managing, rather than marketing and expanding his business; he exhibited high stress symptoms; he was poorly organized, which in turn led to fiscal problems. After some time, we got him to acknowledge his master life issue of “letting go.” This was accomplished by using the organizational principles in examining his logic concerning the situation. Several key revelations occurred when his process of thinking and the priority of his logic came to the surface. It suddenly occurred to him that he was allowing his master life issue control him instead of him using it to control his priorities. The immediate result of his new awareness was his relationship. He finally proposed to his girlfriend.

Other Blocks to Potential

There are several key blocks to our potential. The great restrictors outlined earlier in this book are the most prominent. Preconceived notions are also blocks, since they cause visualizations of the way things are. Emotionalism—that is, reacting—is another. Connected to all of the above are cultural characteristics. The human mind buys into a group’s view of reality. Religious, societal, corporate, and governmental institutions are prominent examples.

These cultural characteristics are keys to our life philosophy. They become our values. This is why virtue is superior as a path to values. With virtue, there is no restriction, just direction.

Resolving Master Life—and Other Issues

Using the natural intelligences is how we overcome all blocks to the exceptional mind. Also, we have the following nine steps for optimizing clarity, comprehension, and obtaining our highest potential. They are:

1. Objectivity, openness, flexibility
2. Follow a proven plan
3. Be impersonal
4. Be selfless, unconditional (wherever possible)
5. Use the principle of development as the reason for all that occurs in your life; position it as a life mission
6. Synthesize and integrate events and information
7. Use weakness as potential
8. Use the mirror; truth seeking
9. Stay focused on virtue and priorities

When parents, guardians, and educators apply these findings to young children, an improved emotional and physical state of consciousness—an exceptional mind—occurs naturally.

CHAPTER ELEVEN

Transform Blocks to Successful Learning Keys

The biggest defect we human beings have is our shortsightedness. We don't see what we could be. We should be looking at our potential, stretching ourselves into everything we can become.

Mitch Albom

Blocks to Learning and Comprehension

The following are specific blocks to understanding and applying information.

- 1. Abstract and concrete translations:** Some people are abstract thinkers, while others rely upon hands-on concrete reality for experiential learning. Abstract refers to the world of ideas and includes such concepts as truth, liberty, beauty, and love. We understand beauty, but cannot catch it and hold it in our hands. Abstract thinkers live in the world of ideas, the mental intelligence.

Concrete thinkers have a point of reference within the physical world. For example, an investigator of a crime might have an

intuitive, gut-level feeling about whom the killer is, but he needs to find physical evidence to make a conviction. Have you ever read a good book where the author is so descriptive in his scenes that you can see the blue sky and feel the wind blow your hair? The author has made an abstract description seem real or tangible.

Exceptional mind invites concrete thinkers to expand their ability to explore abstract realms. Doing so enables a concrete thinker to have a bigger picture and synthesize data differently. Exceptional mind also invites abstract thinkers to come out of the clouds, put their feet on the ground, and explore the physicality of their theses.

To move past any limitations we have regarding shifting from one thinking state to another, remember that our goal in this program is to develop our unique potential and have that complete natural spectrum of thinking skills in life. Doing so helps one soar far beyond the average, to exceptional.

2. **Closed beliefs** means that you are not an open-minded person, and you may hold fast to beliefs and be defensive about them. A closed mind limits your ability to expand your skills. It may be safe for some people, since they may not be risk takers. A closed mind is akin to a prison cell; your worldview or frame of reference is very narrow. This is very much indicative of the common and the environmental minds.

To achieve exceptional mind, your confidence in your ability, as well as in the model or process you are implementing, is paramount. This is because, as you venture forth to live and learn, you will adapt to new experiences and environments, thereby

increasing your access to exceptional mind. While stepping into this adventure requires risk-taking, it allows you to synthesize what you've learned. This enhances your confidence.

Historically, the notion of intelligence and knowledge belonged to a chosen few. This is unfortunate, and such a concept remains invalid with the discovery of natural intelligences derived from the model of nature herself. One must be open to change, new ideas, and concepts in order to enhance their comprehension capabilities. An open, flexible mind is a wonderful thing. Further, having confidence in one's beliefs and ideas is also part of his or her frame of reference and is critical to understanding.

- 3. Not grasping the entire picture** limits one's intuition as well as understanding. Probably the best example of this is Einstein's famous leap concerning his Theory of Relativity. In effect, he sensed, and then saw mentally the whole picture, but couldn't fill in the parts. However, he went public with his theory without the details of data. The rest is history, and so are your problems when you take this step. Seeing the "other side" is important here, since that is as much a part of the whole as one's own perspective.
- 4. Lack of motivation** is connected to a lack of spirit. Some very successful people suffer from this factor because they have "made it." Their typical process of pushing their will and power into the world to accomplish their goals is tiring. Once the goals are accomplished, the fire of inner spirit dwindles away. They lack the motivation to "work it out." "My process works for me (despite the toll); I don't need to work it out," is a typical response. Another consideration is a parent consistently telling a child, "You don't have it. You'll never amount to anything.

You're stupid." Anyone, especially a child, finds it hard to be motivated from that state of consciousness. Of course, ignorance, or lack of education, plays a role in being unmotivated. If you do not understand the benefits and freedom that comes from achieving exceptional mind, you won't strive to grow into that state of consciousness.

5. **Ineffective feedback** is an issue that involves mirroring. When an issue bothers us, it is a reflection of something "amiss" within ourselves. Deep within us is a memory, judgment, or opinion that causes our restlessness, distress, or defensiveness. This represents a deeper, underlying message trying to get our attention. When we accept negative feedback, as well as positive, we have fertile ground for enhancing our understanding. Listening to, acknowledging, and appreciating feedback lowers our distress and defenses. This is a very difficult factor for most people to accept—an absolute truth finder.
6. **Improper priorities** are poor judgment. Sometimes we don't recognize that we are demonstrating poor judgment until we've been taken advantage of or feel burned. Many times, we misplace our values for any number of reasons, the least of which are subjectivity, prejudice, self-serving values (self-deception), and internal focus. This is why advisers with open minds are so important to understanding, achievement, and success. I have seen intelligent individuals make colossal mistakes in judgment simply because they did not ask questions, which would have enlightened their thinking and changed the course of their actions.
7. **Weak character** is sort of an easy way out for one who elects not to deal with issues of responsibility, accountability, and

personal development. People of weak character engage in self-deception by telling themselves lies and thinking limited thoughts. These patterns provide a false cover for overcoming character shortcomings. Exceptional mind requires getting out of one's own way. It requires hard work and strength to conduct discovery and gain insight.

Additionally, weak character relates to the inability to communicate. Many of us know or understand an issue, but cannot properly communicate it. This becomes a problem in exchanging, positioning, and accomplishing exceptional mind.

8. Physical conditioning is also important because it generates clarity and greater thinking abilities, aside from issues such as chemical imbalances, brain disorders, and injuries. On another level, physical conditioning increases thinking capacity by way of audio and visual processing skills. I read about an accomplished high school teacher who taught history and art through videos. Students found it easier to grasp content in this fashion than through lectures or books. Some of us learn by audio, others by visual, and still others by a combination of the two. To simply listen to a lecture does not equate to gaining knowledge or applying information.

9. Lack of concepts and sufficient information is where memory and intelligence quotients come into play. Having models and procedures that assist in our intellectual undertakings will advance us only so far. We need enough information to bring us to that state of clear, even enlightened, understanding. We also need to see the nature of the belief system(s) underlying realities. No one can say how much information may be required

until one has the necessary knowledge to be wildly successful and exuberant. In effect, we need to have sufficient details and information for competent efforts to be successful.

10. Unawareness is like moving through life with blinders. Our minds should be constantly open to what is going on around us and in us. If we maintain a narrow focus on our daily reality, we miss broader meaning and experiences.

For instance, if our persona focuses on “what people think of us” (a common and environmental mind state), there is a significant chance we will misinterpret any message communicated. This occurs more than we realize. Keeping open to all data that comes to us is also vital to grow into exceptional mind.

We cannot know what we are not open to knowing. Awareness is critical for synchronizing information. For example, advocacy is one subjective side of an issue. To understand both sides of an issue provides you with a bigger picture to plan the debate or strategy. The ultimate end to advocacy is to integrate both sides into a greater level for resolution.

11. Poor habits equate to poor systems, procedures, and patterns. How many times does laziness or the comfort zone rule our minds and keep us from appropriate action? We elect to stay where we are, not address bad habits or systems that don’t work well for us. Take, for instance, a successful businessperson who refuses to learn the Internet, e-mail, and other new technology that could increase his business and profit. While he has a closed mind, he is engaging a poor system of “doing things the way I always did,” despite the fact that one might be learning a new system for communication or research. Making ourselves

more efficient can only expand our capacity to know and apply knowledge.

12. Uncontrolled emotions hijack our psyches, resulting in the loss of reason, power, and more important, proper direction. Emotions tend to mislead us. They are also quite different from intuition since they are feelings, while intuition is sensing. It is almost impossible to be objective when emotions flare because this creates a closed door to exceptional mind. Controlling or managing emotions at times of great stress produces great inner power.

Let's now look at means for accessing and adapting our exceptional mind.

Successful Thinking Keys

Some people suffer from chronic depression or anxiety and require more intensive psychotherapy and/or medications. For many people who faced performance-based conflicts, however, cognitive work can be a rapid and powerful means for self-change.

Be aware of your thoughts: Daily monitoring of one's thoughts with a cognitive journal is helpful in targeting specific thought patterns for change. The process helps a person recognize the connection between thoughts and actions. Being aware of how you empower the four great restrictors enables your shift to optimism, confidence, or whatever positive factor moves you toward exceptional mind.

Educate yourself: One of the great restrictors, ignorance, means we are not educated on a topic. When we don't know, we can fall prey to fear. Research a topic, make notes, and let new information

spark insight into how to handle the problem at hand. The idea is to develop new, positive thought patterns, which can only be accomplished through education and consistency of effort.

Emotional stimulation: Research has found that if you take exception to and challenge your negative thought patterns in an emotionally charged fashion, you will be more likely to get over them. Being emotionally charged translates into “Negative thinking is my enemy,” and “I must be objective in my approach to things.” “It helps to look at a situation impersonally, even if it involves family.” “I can’t let my emotions get in the way.” The secret to emotional intelligence is as follows:

- A) Recognize that the issue is emotionally based
- B) Design a plan for overcoming the issues
- C) Understand that even if you can’t immediately adopt the plan, do persist in your attempts

Disrupting Negative Thought Patterns

Change the energy: Most negative thought patterns are accompanied by distinctive emotional and physical manifestations. As soon as you notice these manifestations, it is useful to shift emotional gears by discontinuing whatever you are doing and engaging in an alternate activity. For example, you might leave your desk and perform some vigorous physical exercise. By interrupting the flow of negative thoughts and placing yourself in a different state, you can often return to the situation in a different mode.

Keep notes: One purpose of a journal is to remind you of the potential consequences of negative thought patterns. Often, a

graphic emotional reminder is enough to halt negativity. Notes kept handy during work can serve as a mental “pre-flight checklist” to ensure that we are in the right mindset for our world.

Generate energy blocks: People use this technique to mentally rehearse and combat their negative tendencies. Invoking and coping with these patterns in advance is a psychological inoculation, making it easier to deal with problematic schemas when they emerge in real time.

Making patterns your enemy: How can we recognize a problematic schema when it first arises? The pioneer of cognitive therapy, Dr. Aaron Beck, found that one hallmark of negative schemas is *automatic thinking*. (We call it common mind.) Once these schemas are activated by life events, a cascade of automatic, negative thoughts generate anxious, depressed, and angry feelings. These thoughts have a scripted quality, almost as if a tape plays inside our heads. Very often, the same thoughts will emerge for very different situations, suggesting that this is not true independent reasoning, but a by-product of schemas derived from previous life experience.

Here is a real example of shifting energy and generating energy blocks. In 2005, a golfer client came to me to say he was getting aggravated with his golf buddies, because every time they partnered with him, they would play poorly. It was truly affecting him. I told him to change the type of match they played to one that was more individualistic rather than partner based. It worked immediately, and has continued to work consistently since.

CHAPTER TWELVE

Achieving Exceptional Mind

We have the ability and all of the resources to live up to our exceptional potential.

Steps to Exceptional Mind

The following information defines the application of the thirteen intelligences to one's everyday reality in order to achieve the exceptional mind and/or other higher states of understanding. Below is a chart that will show you how to implement each one.

The Intelligence	How to Implement each Intelligence Ideally
FOCUS	Always focus on the development of potential
BELIEFS	Should be centered on integrating information, events, concepts—synthesizing
EXPRESSION	Should always be demonstrating achievement of our potential; be sincere in character
MODELS	Seek the facts, basic principles, laws vs. opinions, historically successful models to follow

The Intelligence	How to Implement each Intelligence Ideally
ORDER	Look for the steps involved in attaining success or components of models; patterns that work. Try to understand things as a system. (i.e. whole and its parts)
MEASURE	Judge by direction vs. status, etc. Defer cultural judgment to deeper, truthful notions. Avoid polarization—opposition—advocacy
REFLECTION	The things that bother us the most are the areas within us that need to be developed. Take all feedback as positive, directional, developmental.
DETAILS	Gather as many details as possible. Don't take things at face value without all the parts involved. <i>Be unique while being part of something else, a whole.</i>
WHOLE	Synthesize, integrate facts, matters, issues, events, and people into a whole comprehensive picture. Look at the whole, not just the parts. Turn negatives into positives, or at least neutrals.
FUNCTIONS	Look at everything from all four functional aspects; physical, mental, emotional, and spiritual.

These principles used as a system enable us to think in new ways, attain a “big picture” focus on our intelligences, weaknesses, and polarities for developing exceptional mind. Remember that our inner systems are typically unbalanced because of institutional, rigid thinking. The great restrictors are responsible for throwing

our pictures of reality out of focus, but with these thirteen intelligences, we realign our lens and bring focus to bear on whatever we choose.

The power of your journey to brilliance is within your focus, your point of view. How you believe and express your character is within a balanced open stance, with enthusiasm and virtue. You approach life as one who empowers others, solves the problems, asks the right questions, and actualizes your visions.

Transcend common mind and environmental thinking. Stand out and stand above on your journey to an exceptional life. Generate energy and enthusiasm for the desires you will achieve. Evolve and teach others to move beyond normal.

CONCLUSION

If humankind would accept and acknowledge this responsibility and become creatively engaged in the process of evolution, consciously as well as unconsciously, a new reality would emerge, and a new age could be born.

Jonas Salk

Are you ready to be exceptional and to rise above the thinking of the masses as well as the institutions of your childhood? To transcend the limited thinking requires your courage and dedication to your journey to exceptional mind. Others will tell you that you are unrealistic, don't care about your family, are a black swan or ugly duckling, a misfit, or that you can't earn a living being a creative person.

Don't listen to them. Listen only to your personal truth to seek the exceptional. Be courageous and dare to be different. Pride yourself on your ability to recognize that you are able to evolve your thinking to expanded awareness.

Let me caution you that once you start on this journey to exceptional, more than likely you will turn back at first. We usually do since our common and environmental minds are a part of our nature, just as the exceptional mind is. This may continue until you become dissatisfied with previous degrees of understanding

and awareness. When you first start this journey to exceptional, you might feel alone. Yet, when you focus on exceptional mind consistently and steadily, synchronicity kicks in. You lift your head above the clouds and are suddenly aware of others like yourself who have followed the natural journey and arrived.

I will conclude by stating that those of you who evolve to exceptional mind hold the future of the planet in your hands, perhaps most aptly expressed in the quote below.

“Here’s to the crazy ones. The misfits. The rebels. The trouble-makers. The round pegs in the square holes. The ones who see things differently. They’re not fond of baseless rules, and they have no respect for the status quo. You can quote them, disagree with them, glorify, or vilify them. But the only thing you can’t do is ignore them. Because they change things. They push the human race forward. And while some may see them as the crazy ones, we see genius. Because the people who are crazy enough to think they can change the world, are the ones who do.”

“Think Different,” Apple Computers Advertisement

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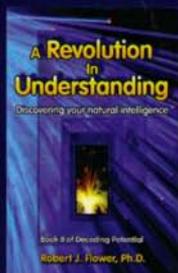
ABOUT THE AUTHOR

Robert John Flower, Ph.D., is a highly successful entrepreneur, as well as adventurer and author. For the past twenty-five years, this pioneer traveled all over the globe to focus on the principles underlying understanding, intelligence, and human behavior. As a Mensa scholar and general systems scientist, he yields a unique combination of commonsense and science along with creative, organizational, and functional skills

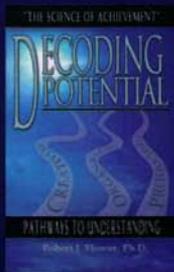
He has lectured all over the world, including two stints at the United Nations on his discovery of Natural Intelligence and Thinking (NATI). He also has more than forty-five years of experience relating to people in the business arena, including consulting work with Ford Motor Company, Chrysler Realty, ABKO Properties, Bank of New York, CVS Stores, and numerous state and local government agencies.

Dr. Flower has also discovered The Science of Achievement, which is the basis of The Gilchrist Institute. The Science of Achievement represents actual components that are key to potential and its realization. He has performed thousands of case studies on the subject matter since 1980.

- There are four prime factors which limit our achievement: fear, ego, ignorance and self-deception.
- 91% - of the population does not know how they think, and/or examine the process
- 72% - the people who say they "know" about an issue, do not actually understand it
- 18 seconds - The amount of time it typically takes a doctor to make a diagnosis
- 22% - of the time, we are seriously wrong
- 95% - of the time problems are caused by our point of focus and our frame of reference.



Also by
Robert J. Flower,
Ph.D.



The Gilchrist Institute for The Achievement Science, LTD.
66 Palmer Avenue, Suite 33
Bronxville, NY 10708
Ph: 914-779-6299
Fax: 914-337-3619
www.decodingpotential.com

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