

We are on the verge of the new age,  
A whole new world.  
Man's consciousness, our mutual awareness,  
Is going to make a quantum leap.  
Everything will change. You will never be the same.  
All this will happen just as soon as you're ready.  
Paul Williams  
*Das Energi*

There is a general feeling to be sure, that we have  
reached a turning point in the ages, but people  
imagine that the great change has to do with  
nuclear fission or fusion, or with space rockets.  
What is currently taking place in the human psyche  
is usually overlooked.  
Carl G. Jung

# 1

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## *What Lies Ahead and Its Key*

As you infer from the previous sections, something huge is happening to us individuals and to our society. But, for many it is difficult to believe such a transformation is really happening.

It may sound crazy to allege that we are experiencing the end of a whole era of human history and have begun the discontinuous leap to the next era – An era so dramatically different from current concepts of reality that many people are not able to consider it. They find it difficult to even conceive of such an eventuality – Much less to be willing to transform their lives and work to align with it – Willing to let go of the conventional patterns that have worked in the past. Since many persons, groups and institutions just cannot bring themselves to entertain the need to act on such ideas, their natural response is to denounce them and their messengers.

Prevailing ideas – and the conventional science upon which they are based – do not comprehend human evolution and change in such apparently melodramatic terms. Our society today is so overloaded with hype and nutty fringe groups that when I talk of dramatic leaping transcendent change it is easily discounted as just more cultist hyperbole.

I openly acknowledge these issues as I begin the main text of this book. It is my job to demonstrate to you – That what lies ahead of us are vast transformations in who we are,

where we are going, what we do and how we do it – That a new pattern of human reality is indeed emerging – That the root source of the transformation is the emerging human psyche patterns of certain evolving humans – That conventional science is incomplete and cannot explain the transformation – That a dramatically new type of science is indeed emerging that does consider evolution in *both* conventional linear terms and in transcendent discontinuous transformational terms – That the transformation's driving energy flows from within human individuals and then out into our external world of affairs, not the other way around as so many believe – That everything that materializes in human affairs is a result of the dominant underlying patterns of the human psyche at a given time and location – That through human history and for our own lives each newly transcendent stage of human psyche eventually creates a human society in its own image and likeness using its own type of science to define its rules for reality and the best available path to valid knowledge.

I note in passing, this book presents a broadened concept of evolution that all living systems demonstrate. The conventional limited concept of Darwinian evolution is incomplete. The arguments between evolutionists and creationists is really a non-argument. It is a meaningless furor.

All that lies ahead begins for you just as soon as you are ready to enable it within you. Paul Williams and Carl Jung make these points in the quotations that begin this chapter. This chapter is the catalyst for enabling these exciting things to happen to you – Or if they have already begun, to accelerate them. This chapter shows you that exterior events swirling around us and flooding in on us are the *Results* of today's accelerating transformation – Not its *Cause*. This is the *Key* to being able to really understand what is happening and what will come.

To repeat - The *Cause* is the underlying pattern of a newly emerging stage of human psyche now manifesting in the lives of certain persons. The central question of this book is whether this new stage of Human Identity is emerging in your life. And, if it is how do you recognize it and act upon it.

When a new stage of psyche emerges as a new order in life, it paradoxically generates a new complex pattern of external events that appears chaotic. Within today's external events are two inter-twined sub-patterns. First, the leading edge of newly emerging order is not yet comprehended by most as being orderly. Second, the decline of today's conventional order is indeed becoming more and more disorderly and chaotic. The *Cause* is *Not* the complex pattern of external events that most conventional studies use to try to discern what is happening. The *Cause* is not to be understood in terms of external event complexity – It is to be understood in terms of the simple underlying pattern of the new stage of human psyche. Again I say – This is the *Key* to understand what lies ahead of you.

These are difficult ideas to establish for people embedded in a society so focused on only conscious exterior events and their linear reductionist analysis by linear closed system science. But I will try.

Before beginning, I pause to emphasize how I am writing this book and how it is most effective for you to read it. I am writing to create a new mindset. I am writing in a looping, non-linear pattern as close to authentic human conversation as possible. I ask that you read it in the same non-linear pattern recognition way. Serious non-fiction books are usually written in a logical, step-by-step, linear sequential flow. They are read that way too. This is a serious – But Fun – non-fiction book. I write it in a new way consistent with the emerging scientific pattern – The pattern of what I call unitary/nonlinear living system science – The science of the simple underlying pattern.

You may ask – What is this new way? Let me explain. When you are conversing with a friend, especially about something that is important to you and new to your friend, you do not speak in a strictly logical sequential flow. That is, in a simple sequential flow that develops your friend's full understanding of each point before you move on to the next sequential point. No. You speak as if you are with words weaving a tapestry or laying out a new painting of many colors and patterns. First you begin to sketch out the whole design. You continue to introduce other important points. You briefly outline their nature and then move on to other inter-related points. You give your friend time to adjust to your developing design by first only hearing new words or a new idea or concept. You do not exhaustively treat each new thing right then. You move on to sketch out other dimensions of your verbal design in outline form. You build an overall context for your new pattern of knowledge.

Later, at an appropriate time in your conversation, you return to previous points in your sketchy context to begin filling in details. In this way you build understanding of the whole pattern, not about just one previous point in a simple linear sequence. You build understanding about the whole emerging context – The verbal picture you are painting in your conversation. There is a term for this type of writing. It can be called Holographic writing (There I did it again – Introduced a new term). This is the way to teach and to learn dramatically new things that are a discontinuous break from what currently is known and believed (There I did it again – Referred back to a point I introduced in an earlier section). This is the way I am writing this book and the other books to come in the Isis 2<sup>nd</sup> Renaissance<sup>SM</sup> series.

Now let's return to the story of Chapter 1 – What lies ahead and its key. We are deluged with writings and talk about the coming of a “New Era”. Countless books, articles, predictions, workshops, courses and even television specials allude to some transformation of society as a whole as we enter the new century and millennium. Yet, those aware of the wide divergence among these offerings will tend to agree with the Spanish philosopher Ortega y Gasset, when he wrote, “The matter is that we don't know what the matter is”.

These offerings claim to help us survive and thrive in the coming disruption, if you can believe their promotion and marketing programs. But I believe it is fair to say that most are powerless when it comes to offering you useful guidance and effective results. Why?

First, because they are predominantly fix-up schemes based upon a decaying model of reality now in terminal decline. They are based on approaches and methods consistent with conventional principles, and on conventional linear system science that underlies them. The fix-up schemes appear to help temporarily, but eventually they fail to fix the problems and lead to worse problems. For example, business management has been loaded with such passing fads for decades – From the Managerial Grid to Cross Functional Teams to Total Quality Management to Re-Engineering and others in between. They were all initially advertised as managerial “wonder drugs”. Their early applications were like an aspirin temporarily alleviating the symptoms of a headache whose source was unseen underlying organic disease. Their continued use has revealed they are like trying to treat cancer with a band-aid.

Second, they are ineffective because they do not give a coherent theory for the underlying structure and dynamics of today’s world transformation. They do not give a framework consistent with the emerging pattern of reality. They are consistent with theory that is becoming progressively more obsolete because it is based upon on only linear systems science.

Thirdly, other offerings are ineffective because they are wrapped in esoteric language that resonates with limited segments of people. We who are Westerners are told that to be enlightened we must shun our so-called decadent views and adopt those of the Orient. This book shows that the West has an extensive and rich history of enlightenment, not just the Orient. It shows that current and past cultures of neither the West nor the Orient have *The Path* or *The Answer* for the emerging time. Thus, these alleged sources of new knowledge tend to add to the general confusion. They try to substitute one obsolete doctrine for another. They really contribute to a new world disorder. The emerging pattern of human psyche transcends both the current Western and Oriental concepts of reality.

This book shows that effective action must be based upon transcendent transformation beyond the current situation, not on trying to fix-up the current situation. It defines the specific patterns of action beginning to be used by emerging transcendent human individuals who it defines as Stage A’ pattern persons. It enables you to recognize these emerging patterns and to detect and nurture their emergence in your life and work.

This book lays the groundwork for understanding your life as an individual in terms of transformations in your Human Identity through a lifetime – And it enables you to understand the flow of collective human identity transformations through history. It enables you to know with greater clarity, who you are now, how you became who you are now and where you are going. Its framework sheds similar light on other persons and collectives with whom you are involved.

Even though today's unfolding transformation in human affairs is indeed real – It is badly misunderstood. The reason why most sources fail to give us an adequate understanding for what is happening is simple. These purveyors, together with most of the contemporary political, managerial and academic establishment, are looking in the wrong direction with the wrong approach. They are trying to explain our current predicament by invoking the power of external events analyzed and interpreted in conventional ways. Trends and forces in external events, such as crises, political movements, globalization, technology, etc. are not the most useful objects of study. Thus, with very few exceptions, they are using for their analyses and interpretations both an obsolete concept of human reality and an obsolete instrument of vision - linear system theory – the heart of most conventional science.

In their view, humanity is constantly swept hither and thither by our external world of affairs. And the purpose for their analyses and interpretations is to re-establish various types of external equilibrium – Which is the one thing that surely will not happen. They are doing what Carl Jung's quote above says. They are focusing on what is external to us on the Operating Plane of our existence instead of emphasizing what is inside ourselves on the underlying Unitary Plane of our existence – the Human Psyche. This book focuses on the continuing story of structural stage evolution of the human psyche – yours and mine – to explain the most practical affairs of our lives, our work and our world. This is yet another way to state the *Key* to understand what lies ahead.

What I have been saying is radically different from current mainstream thinking. It is inconsistent not only with what the general public believes, but also with today's professional thinking in almost every field. It certainly is not yet seen as the coming foundation for successful practical results in the real world of affairs. But it is.

How can I start to explain what is happening now, place it in an accurate historical context, place it in the context of your life, introduce you to new approaches to reality and new instruments of vision and create a bridge into the rest of the book? Let's begin in the following way.

We live and work at one of the few times in human history when a new pattern of human nature has appeared on Earth within the psyche – that is, the conscious and unconscious processes – of leading edge persons. It is a time of world transformation when private and public institutions begin to be created, organized, led and managed in qualitatively new ways discontinuous with what then exists. But these new ways are consistent with the human psyche patterns of the emerging persons who lead the transformation. A foundation principle for understanding the transformation is that everything that manifests in human affairs is a result of human psyche stage patterns

During times like ours the conventional psyche stage patterns for living and working still appear to be at the peak of their power, but they are really collapsing in influence even

though most are not able to see it. The great historian Arnold Toynbee recognized this situation as the “Swan Song” – the last gasp – of an era’s greatness that masks its irreversible decay.

Each transformation time is a contest between an emerging and a decaying theory and practice for perceiving reality and acting effectively. The emerging psyche stage of leading edge persons today operates in a non-linear living system pattern, rather than being limited to the conventional linear system pattern that still dominates so much of life and work. The conventional psyche stage pattern, that uses linear system science as its dominant basis for successful human affairs, is decaying in influence in human affairs. Non-linear living system science is emerging as the new basis for the most effective human actions.

During transformation times like ours the amount of uncertainty and chaos continue to increase, especially for those who remain locked in conventional patterns of living and working. Many do not see the decaying power of what then exists – Or that they become less and less able to be successful – Or do not see need for fundamental transformation. The watchword of such times is *Denial* – Denial that there is anything fundamentally wrong and denial that there is need to radically transform. Just like today.

You are now living what I am writing about. Its effects are exploding all around you today. The personal and organizational failures of those *formerly* powerful and effective are the subject of your daily news stories. They are your call to action – If you know what to look for, how see it, how to understand it and what to do about it. This book empowers you to do exactly what you need to do to transform – To know what to look for, how to see and understand it, and what to do about it so you can align your personal and professional life with what is emerging, not with what is decaying.

I have already said that the nature of today’s transformation is not what most think it to be. Here I emphasize, that the real root cause and driving force for our transformation, like the six previous ones in human history, is what is happening within the human psyche stage patterns of today’s emerging, most evolved persons. That is, within the conscious and the unconscious processes of transforming human beings. Therefore, the source of our world transformation is internal to us as humans. It is not external, as most think. This is the powerful fact that is not generally realized.

Many of those with the potential to transform are not yet able to realize who they are becoming and what is to be done. Just like today. This book explains - Who the newly emerging humans have been at each previous turning point throughout history - Who they are today - Where they come from within our midst - How they are the next stage in the process of human psyche evolution - Where they are going in their lives and work - How you can detect and develop their patterns in your own life and work.

Therefore, our transformation is centered within us and emerges through us into the world around us. That is the driving force dynamic for our transformation. The foundation principle is – Everything about the transformation materializes in the world of

human affairs as a result of the human psyche patterns of those who are leading the transformation. There is a most important consequence of this principle for you in your attitude toward the chaos surrounding us.

You need not be powerless in the face of external forces once you have new eyes to see – A new theory and practice of reality – A new path for action – A new practice of competency expressed as a new profession of leadership/management for your life and work that is radically discontinuous from what generally exists. This book uniquely gives you the new eyes to see, the new path for action and introduces you to your new practice of leader/manager competency.

Never forget – You are not powerless as an individual. You are not a pawn of collectives and you are not controlled by outside forces, as you may believe yourself to be. That is, unless you choose to be a powerless victim. And you do not have to do that!

At such times in history, the then conventional approaches to leading and managing, to organizing, to educating and to developing both people and organizations no longer work effectively, as they did in the past. At these times the marginal costs and investments to get results from conventional actions become far greater than previously. Previously dominant organizations find themselves in peril. Using the conventional patterns in all areas of your life, including business, thus becomes unsustainable.

That situation is now upon us once again. In our specific case, the conventional linear system patterns upon which our society was created, starting about 1000 years ago, are now winding down. They cannot be fixed-up. Effective practice can no longer be based upon only linear system science. A new renaissance is needed – I name it The 2<sup>nd</sup> Renaissance – And those who can see it know it is already here.

The most practical consequence of the emerging world transformation, like the ones that came before it, is that current conventional patterns of personal lives are obsolete. Therefore, a transcendent theory and practice for life and work and a new educational process for teaching them are sorely needed. These must be based upon the human psyche stage patterns of the emerging human being. New organizations must also be built consistent with the emerging human pattern if they are to have enduring success.

Let's go on to clarify such a dramatic proposal – That a whole new theory and practice for life and work is now necessary. You may still be asking – What could be happening to me as an individual and to mankind that makes necessary a transformation in my life, in world affairs and in business?

As I said earlier, the answer is that we have come to another discontinuous, non-linear, quantum leap in human psyche evolution. We are crossing the threshold of history's seventh and most profound transformation in all human affairs. The conventional is inconsistent with the emerging leap. There is no continuous, linear path from what exists to what is emerging. The path involves a discontinuous break – A leap over a gaping psychological canyon. Leaps in human psyche evolution are transitions from one

psychological reality to another. They each have their own patterns of theory and practice, and they are qualitatively inconsistent. There is no continuous step-by-step logical path from one reality to the other. The major question for you is whether or not you are part of today's leap or are being left behind.

During a quantum leap in human understanding – a Transcendence like today - many people feel disoriented, confused and pessimistic. They fail to realize that human transitions cannot be understood in terms of previous perceptions of reality. We have reached what the Italian political scientist Antonio Gramsci called a crisis. To him a crisis is a period where the old order isn't done dying and the new hasn't been completely born. Most misinterpret the chaos and turbulent decline that inevitably accompanies the emergence of a new human understanding of life and work. They are not able to see the new scientific paradigm that guides the most evolved persons and groups toward superior practical results through the chaos of a declining order.

You may also be asking – Why is the current transformation so profound? The answer is – It is not only a leap to a new psyche stage pattern in human nature. It is also a transcendent leap to a whole new phase of stages in human existence beyond anything mankind has known before during the first six eras of human existence. Therefore, there is indeed a New Era unfolding, but its nature and significance are far beyond what is generally imagined.

This is a remarkable story. Let's try to summarize the overall picture. A great turning point in human progress, discontinuous psychologically from what preceded it, has come at six previous periods in human history. The results of each of these periods were that human nature of leading persons and leading human institutions went in qualitatively new directions. Why? You know the answer – Because everything that appears in the flow of human events is a result of the dominant psyche stage patterns of the leaders at that time and location in history. This is true for personal life as well as for science, technology, business, arts and for education. Everything. When a new dominant psyche stage pattern appears in the lives of a growing number of leading edge persons at a given time and location, the course of human affairs begins to reach a collective turning point. Just like today. If you are now undergoing transformation to the emerging StageA' of psyche, you have experienced these six previous periods in your own life.

Thus, each of these turning points was characterized by accelerating chaos in human affairs both personal and collective. The old approach to life and work was in turbulent decline. The new approach was just emerging from within that destructive confusion, but was not yet clearly visible to most. Human affairs entered a *Phoenix* like transformation in which its previous form was consumed in fire as the new form of life emerged out of that fire. Just like today.

That is the context for all living system transformation – The simultaneous drama of two inter-twined plots – The embryonic emergence of the new and the terminal death spiral of the old enabled through a period of *apparently* meaningless chaos.

Thus, a period of destructive confusion is always precursor and handmaiden to the birth of a new paradigm. Efforts to fix-up and revive what previously existed do not work for long. The epistemological failure - the failure to understand – results in personal and organizational crises blamed on all-powerful external forces sweeping humanity towards an unknown and unwanted destiny. Yet, those who become the Right Persons to understand what is emerging can begin to use the unconventional concepts and methods of the new pattern that lead to new success. They begin to build the new, while avoiding the collapse of the old. Just like the opportunity today.

This book aims to be the psychological base for you to become the Right Person for the new 2<sup>nd</sup> Renaissance Era that is unfolding. If you understand the historical evolution of your Human Identity and then understand how your leadership has evolved and how it is now being re-created, then you will be able to successfully navigate through today's turbulent conditions. Then you have a profound strategic advantage relative to those who do not understand. This book enables you to be one who understands and who enjoys the advantages.

The historical context of the story I am telling is that this process has appeared at several other critical turning points throughout human history. I discuss each in detail as we progress through the book. Your personal context is that this same process of turning points has also occurred through your own life so far. It may be happening to you again today. This book enables you to see and understand these two contexts, how they are inter-related and if a new personal context is happening for you today. You owe it to yourself to find out.

Each of these turning points was founded upon a new human understanding of life and work and a new scientific paradigm that guided the most evolved persons and groups to get superior practical results. A transformed model of leadership/management, organizational structure and the process for creating new institutions emerged. Just like today.

Most people and organizations at these turning points failed to understand what was happening to them, their organizations and their society. They were aware that things were not right, but they viewed them only with their old eyes. They spent their efforts on trying to fix-up and to extend what then existed, rather than recognizing the need for a qualitative transformation to transcend and replace what then existed. They failed to realize that *Denial* was killing them. Their central need was for transformation – A qualitative transition to a new model and practice for life and work – but they did not see that. Just like today

Therefore, each turning point period was stricken by personal and organization failures caused by conventional leaders and managers trying to correct their problems using extensions and refinements of the old approaches and methods rather than transform to the radically new ones needed. At such times standing still does not work. Going back does not work. Those who align with the emerging pattern of human psyche can prosper – Those who do not, gradually experience their effectiveness decaying while remaining

blind to what is happening to them. At a certain point in this process, the crises and even collapse of previously powerful institutions becomes commonplace. Just like today.

Each transition period eventually grew into a new world society characterized by a new type of human as strategist/entrepreneur and leader/manager using, in their own life and their organization, what at first appeared to be radically unconventional concepts and methods relative to what previously existed. Just like today.

I have said, but I wish to emphasize here, that all dramatically new things that manifest in human experience are the result of the human psyche patterns of the most evolved persons at a given time and location in history. The psyche patterns for some persons are now transforming.

Thus, it is no accident that the most advanced of today's lives, science, technology, leadership/management, organization structures, new business development and all other results of human creation are appearing in the form of Unitary/Non-linear Living Systems that naturally take the form of open Nodal Networks.

The Internet is an important example of such a system. The most effective of emerging organizations are also adopting the nodal network organization structure. It is no accident that the terrorists and the most effective forces for combating them are both organized as small, flexible nodes in a network. It is no accident that a nodal network of individuals and small groups created the LINUX operating system without a conventional command and control structure as powerfully described by Eric Raymond in his *The Cathedral and the Bazaar*. It is no accident that the authors of *The Cluetrain Manifesto* wrote of the Internet and the emerging pattern of business in profoundly human systems terms. It is no accident that the financier George Soros created and uses his non-linear *Reflexive* concept of financial markets. It is no accident that an executive named Dee Hock created the VISA card enterprise using related living system concepts. It is no accident that the motion picture industry transformed during the last decade or so into a complex network of small nodal companies. Previous giant monolithic studios are now only shells of their former selves. It is no accident that the physicist Stephen Wolfram discovered what he calls *A New Type Of Science* that appears consistent with the principles of emerging living system science – A simple underlying pattern that generates complexity on the operating plane of events. It is no accident that Wolfram's great leap forward in science appears conceptually consistent with the Morphic Field proposals some years ago by Rupert Sheldrake in his pioneering book, *A New Science of Life*. It is no accident that the physicist Lancelot Law Whyte wrote a pioneering book, *The Next Development in Man*, in terms consistent with what I call unitary/non-linear living system science. It is no accident that the physicist David Bohm saw quantum mechanics as incomplete because there is need for underlying variables on what Whyte and I would call the unitary plane. It is no accident that the physicist Luis deBroglie, early in his career, wrote a treatise on quantum mechanics entitled, *The Theory of the Double Solution*, that uses an underlying non-physical guiding wave. These are only a few examples of transforming pioneers presenting transcendent concepts to a still deaf scientific establishment. All these human

non-accidents are examples of this book's conclusion – The emerging Stage A' psyche stage pattern is already profoundly influencing our world.

Thus, the Internet, LINUX, the VISA organization, the nodal networks of US Special Forces Teams, Nodal Network Business and the works of these outstanding pioneers not just technical advances. They are consistent with the grand pattern for what is emerging in the world of affairs in general. They are harbingers of your future no matter what your field of interest.

All effective organizations will eventually be organized and operated as living system nodal networks based upon Unitary/Non-Linear Living System Science. This is why a new theory and practice for creating new lives and institutions is now needed. A new profession of leadership/management is critically needed – First to augment, and then to replace, the existing theory and practice based upon only Linear System Science. This book, and the Isis 2<sup>nd</sup> Renaissance<sup>SM</sup> series of books for which it is the foundation, are created to be the effective path for those who wish to re-create their life and to lead/manage the emerging transformation of human affairs.

This chapter is really the book's Manifesto. It calls upon you to align yourself with its principles and practices so you can build your life and career consistent with the emerging Stage A' psyche stage pattern – Consistent with who you can really become.

As you progress through the book, I believe you will become convinced as I have, that there is a profound purpose in human affairs – Become convinced that the Grand Plan of a Creator, no matter how you wish to conceive of a Creator, is unfolding through your life and work and in the World. Being convinced of this is what Carl Jung meant by having purpose in your life.

Now you have the *Key* – The book's core conviction that the most profound transformation in all of human history is now in progress throughout the world. The source of this transformation has little to do with forces or causes external to you. On the contrary, like the previous ones in your life and in human history, it has at its heart another profound transcendence within the human psyche of you as a leading edge person creator of leading edge organizations. This is the new path for you to a meaningful life. That is what this book is really about and why it exists.

I leave this chapter with a final thought. It is indeed sad that the prevailing pattern of entrepreneurship that launched early Internet business has failed miserably, as the Wall Street collapse of the "dotcoms" and the "telecoms" so dramatically demonstrates. But that was inevitable, because the conventional pattern of entrepreneurship that spawned them is fundamentally broken and is not the future. It is *NOT* consistent with what I develop in this book as the Stage A' pattern human.

Now it is the time for us to develop the story of the book's protagonist – Your Human Psyche System. We do that in the next two chapters.

