



BP – New Set of Operating Assumptions

A **paradigm** is a set of operating assumptions about what the world is made of and how all its parts work best together. Since the late 1600's we've had a paradigm defined by Newtonian and Cartesian science with a focus on what can be physically measured, publicly observed and repeatedly tested. That paradigm is also called mechanistic because it views the universe as running like a big machine, materialist because the world is seen to be made up of physical matter, rational (from "ration", focus on analysis of parts), and empirical (focus on what can be measured through 5 physical senses).

Renee Descartes' Discourse on Method codified the exclusive emphasis on physical, measureable data. Ironically, Descartes got his idea for the scientific method from three dreams, and then denied that non- physical phenomena (subjective states or consciousness) can help the search for truth about the world and how it works. Inner states were determined to have no bearing on "reality", and given no role in the assumptions guiding the emerging modern systems and institutions.

Old Operating Assumptions:

~The physical measureable aspects of life constitute reality: *Show me the money*

~ Reality is objective and there is one reality "out there" we can observe and test and determine: *Arguments follow over whose reality is THE right one*

~ Subjective states like imagination or dreams are not connected to objective measureable reality: *The inner world is fantasy and cannot provide any valuable information about the nature of reality*

~ Logic and reason are highest order of thinking. Logic = key to problem-solving: *Emotion is thought to get in the way of clear, logical thinking. We called it "women's" intuition*

~ Science can be objective: *You can make observations without affecting what it is you observe*

~ Either/or analytics: *Logically impossible things cannot be true. Focus on differences*

~ The chain of cause-and-effect is logical, linear and predictable: *Logical/statistical progression of events*



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~ We are often victims of circumstance, and rats in the race: *This is a vast, cold inhospitable universe*

~ You must be aggressive, take control and make things happen: *Do, do, do*

~ We work towards material assets and security: *Success is measured by the numbers*

~ Physical and logical data are primary. Consciousness is an emergent property of the brain. Neurons firing and secretion of chemicals creates our consciousness. *Subjective states have no influence in affecting physical things or systems because they are merely non-physical by-products of the brain.*

In the time of Newton and Descartes, consciousness couldn't be measured so it was left out of our perceptions of "reality". That approach is well-summarized by the story of the drunk guy late one night who was looking around intently under a street light for his watch. A passerby came over to help but after 10 minutes of a futile search asked if he was sure he dropped it there. The guy replied, "No, I dropped it down the road but the light is better here."

New Operating Assumptions:

~ Consciousness is a causal reality: *inner states can influence external outcomes*

~ Objectivity is a myth, perception is reality: *We notice less than 1/1000th of a percent, and what we perceive depends on our emotional orientation*

~ Logically impossible things can be true: *Understanding paradox*

~ Mastery of the INvironment increases order and productivity in the Environment: *Things happen from the inside out; but you must play ball too*

~ The universe runs more according to emotion than logic. There's a new "emotional math": *Our subjective emotions factor strongly into physical, measureable outcomes. We must understand our unexplored dimensions of self to understand our own role in our chains of cause-and-effect.*

~ All things are interconnected: *Our eyes see only a tiny fraction of the light spectrum. We don't see the interconnections so we see each other (and things) as separate*



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~ Unpredictable things can happen: *Quantum leaps do happen and there are ways to grease the skids*

~ The role of choice: *As heroes like Helen Keller, Nelson Mandela, and concentration camp survivors have shown us, we ALWAYS have a choice of what meaning to assign the physical posts of circumstance, and how our imagination fills in so much in between them.*

What if dreams are somehow connected to "the real world" of mass and volume? What if accessing the proverbial "other 90% of brain/mind capacity is the key to fully leverage "Human Capital"?

From the paper: [Quantum Leadership](#) presented at the 20th annual international conference of Association for Employment Practices and Principles.
