

The Lexus Legacy

Improving Democracy
in the
Age of the Mental Artisan

B.D. Foose

The Lexus Legacy©

Published by Pro/Factor, Inc.

www.lexuslegacy.com

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ISBN 0-9672826-0-8 22.50

Printed and bound in the United States of America

Foreword

Neologism of the Name “Lexus”

The first version of this novel was copyrighted under the title “Records of the Concepts and Comments of Lexus” (Copyright Registration Certificate TXU 317, issued February 6, 1978), which was apparently the 317th certificate given for an unpublished work – a relatively new type of registration at that time.

“Lexis” (in Latin) means “the total set of words in a language”, but since the word “Lexis” was already in commercial use I changed the spelling to the coined word “Lexus”. The reason I wanted the tie-in, you see, was because a major premise of the novel was that “definition is everything”. I was annoyed when Toyota then chose the Lexus name for a car in 1989 (they said they chose “Lexus” over “Alexus”) because it seemed to me they were trespassing on my copyright. I felt they should at least give me one of their cars as compensation but my attorneys assured me they had the right to use the name in their field while I still had the right to use it in my field. I admit it took me a little longer to get my product to market than it took them – but now we’re both out there. And the fact they used my coined name is just one of those @\$%& coincidences. (The other coincidence is that the word “alexis” means the loss of the ability to read or recognize words.)

Mea Culpa

I no longer fear grammar “experts”, so my punctuation may differ from what some of them claim is “correct”. For example, the punctuation police disagree on whether commas and periods should go inside or outside of quotation marks. I think the same logic should apply to quotation marks as to parenthesis marks so I put commas and periods (and question marks and ‘bang!’ marks) outside quotation marks if I think they would go outside parentheses – and inside if that seems more logical. I believe this is called “the British style”, but I’m not sure (and see no reason to involve the Brits in my argument).

Those cops also say my excessive use of dashes is bad practice [to be specific I use ‘en dashes’, which are not your ordinary garden variety of dash] – but that’s the way my thought processes work so that’s the way the book turned out.

And while I admit to using too many acronyms that should not be taken to mean that I am, or was, any kind of government employee.

B.D. (Bill) Foose

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Lexus Valley

It was a lovely afternoon, but Andrew Bellander felt slightly apprehensive.

Ten couples were riding the courtesy bus with him, excitedly comparing agendas on what they intended to do over the next few days at Lexus Valley Resort. Their schedules included a mixture of stage shows, seminars, dining, dancing, golf, tennis, horseback riding and swimming. They seemed equally interested in self-improvement and relaxation. He didn't think the resort promised either for him, but he couldn't be sure. He wasn't used to taking vacations, and he didn't know quite why he had been ordered to come here in the first place.

He gazed at the rolling countryside along the highway and reviewed the facts surrounding Helen's death. They hadn't really had a close marriage at the end, and her long fight with cancer hadn't affected him as deeply as many of his colleagues seemed to assume. He had been an Air Force officer when they married, and had often been away on active duty during their first years. The pattern had been much the same after he accepted the job at the State Department – often away from home, handling missions too short to warrant moving to the location, coming home to visit every few weeks. She had gone along sometimes, but she had increasingly preferred staying among friends in Washington.

He felt certain the distraction of her illness hadn't affected the quality of his work. And he couldn't imagine that criticism from some member of her social network might somehow have cast a negative reflection on him.

Yet this situation was exceedingly strange. Even the way the assignment had been issued was strange. A junior official had simply appeared in his office and handed him an assignment folder. His instructions were to report at once to Niklas Lexus at Lexus Valley and to offer his fullest cooperation for as long as necessary. There were no background reports or abstracts in the packet, and the messenger pointedly commented that there would be no time for questions or discussions with senior officials if he was to make the flight commitment shown on the enclosed ticket. He had simply checked out of the office, gone home, packed two suitcases, gone to the airport and caught the plane. Now he was on a bus, a few minutes away from "reporting" to a bandleader whose TV song-and-dance shows were shown all over the world. He was used to having more facts.

He had to admit he liked Lexus Valley's TV shows, even though most of his colleagues described them as "diversionary pap for the masses". Bellander couldn't believe the assignment was somehow related to his wife's death – whether the purpose behind it was real or was based on somebody's imagined behavioral concerns about him. But this whole situation was certainly strange, nevertheless.

He began to notice electricity-generating windmills on the distant hilltops, then horse trails and paddocks and golf courses came into view, with fairways winding among numerous lakes and streams. And he could see dozens of fountains.

It was an idyllic scene, except for one incongruous fact. A high security fence surrounded the properties on both sides of the road. The fences were partially screened by neatly trimmed rows of tall hedges but they were very strongly built. They aroused his curiosity. He wondered if they were needed to keep people in or out.

He noticed a magnificent sign at the entrance to 'Mid-Continent Meetings' on the left side of the road, and then an equally impressive sign on his right announced they had arrived at Lexus Valley Resort. He was surprised that two such well known retreats were across the road from each other, then decided that they probably didn't compete – Mid-Continent being famous as a destination that catered to sales meetings and symposiums, and Lexus Valley having more of a general entertainment reputation. Both were famous for the quality of their golf courses.

The bus passed a guardhouse as it entered the Lexus Valley grounds. The entry and exit roads bordered a narrow park of neatly landscaped lawns, trees and shrubbery. The park connected the front gate to four large buildings in the distance. Bellander was struck by the amount of space devoted to parking areas on each side of the entranceway. The asphalt-covered areas looked for all the world like the parking lots at a shopping mall or the parade grounds at a military base. Paths throughout the park connected a group of retail shops and small restaurants with outdoor tables, all sharing a communal congregation area in front of the larger buildings.

The five story building on the left had a businesslike look, and a ground level sign near the sidewalk identified it as the Administration building. The two tall buildings in the middle had more architectural decoration and appeared to be hotels, with wall signs identifying them as Tower I and Tower II. Both were distinguished by the fact that their doorways were flanked by huge mirrors, which allowed guests to preen themselves as they entered. The gigantic theater building on the far right carried the name Hall of Music and featured the same sort of mirrored entrance at three doorways.

He guessed that several hundred automobiles were parked around the lots, but they weren't taking up more than 25% of the space available, and at least half of them were far away from the theater area. The scene just didn't fit the picture Bellander had expected.

The bus pulled into a beautiful reception area between the two towers, and a bellman stepped forward quickly, saying "Good afternoon, Mr. Bellander. Welcome to Lexus Valley. We'll take care of your luggage. Will you follow me, please?", so Bellander dutifully followed. Instead of going to a Tower registration desk, however, the man led him down the walk and into the Administration building, held open a door marked "Executive Offices, Private" and guided him down a hallway to an office marked "Niklas

Lexus”. A secretary said “Welcome to Lexus Valley, Mr. Bellander. Go right in, won’t you? He’s on the phone, but he’ll be done soon”.

Nik Lexus was a handsome man with gray hair, striking eyes and a deeply tanned complexion. He was having an animated conversation on the telephone, boisterously laughing and joking as he negotiated an appearance fee with some performer’s agent. He saw Bellander, gave him a wave and gestured to a chair. As he hung up he came around the desk, shook hands and said warmly “Andy! We’ve waited a long time to meet you! It’s good to have you here. Have a good trip?”.

“Yes, a fine trip” Bellander replied. He liked the first impression. In the days when Niklas Lexus had frequently appeared on TV with his band, he had sometimes given the impression that he might be slightly uncomfortable in social situations. Not so, Bellander decided. He’s a natural salesman, and would probably be a very good diplomat as well. Then he realized there was no ‘probably’ about it; the man had to have great diplomatic talents to have built this huge resort complex. Bellander had automatically tried to form a personality profile of him, and now he wondered if his categorizing was correct. He suddenly realized that he simply didn’t know what word to use to describe a person with those skills in the business or commercial or entertainment worlds. It hadn’t occurred to him those worlds might need diplomats too.

“You don’t mind if I call you Andy, do you? I know that’s what all your friends call you.”

“Not at all” Bellander replied, a little surprised at the reference to his personal life.

“Fine, fine” Lexus said heartily. “And call me Nik. Everybody does. What do you think of our complex? The part you can see, anyway.”

“It looks marvelous” Bellander said, as sincerely as he could.

Nik looked at him closely. “What do you think of our rooftop parking lot?”

Bellander simply looked at him blankly.

“I’ll be damned” said Nik. “Our security efforts must work better than I’ve been giving them credit for. You see, the real Lexus Valley, the part you’re here for, is all underground. We built this topside complex over an old stone quarry – so that whole parking lot is really the roof over four levels of, how shall I say it, somewhat ‘different’ activities. Did they have time to clue you in on why you’re here?”

“I didn’t get any kind of a briefing” Bellander replied. “I was just told to get on a plane and report to you..”

“I’m sorry about that, Andy” Nik said thoughtfully. “As you may be beginning to guess, I have a complete dossier on you. I think it’s safe to say it is 100% complete. And I

apologize that you came in here at what must seem to you to be a big disadvantage. The reason you're here, you see, is that we are planning to try to change America's federal government – and we want you to be our salesman.”

Bellander couldn't hide his reaction, and Nik quickly added “It isn't some cut and dried deal. You can back out and go back to your old job at any time, nothing lost. But until you do, the cover story is that the death of your wife affected you more strongly than you were letting on, so you're on R&R. By the way, I am quite sorry about her death a year ago. I didn't mean to seem callous. That's just the way it is.”

“No problem” Bellander replied. “As you must already know, the two of us had sort of grown apart. She was a fine lady, and I tried to be a good husband, but we had gotten to where we liked each other more than loved each other. I lost a good friend.

“But on a more serious note, Mr. Lexus, you must also know that I'm no revolutionary. I complain that there are things wrong with the system – and I've said so, to some pretty high up people – but believe me, we've got the best system on earth. I've been there. I've seen what the rest of the world is using, and we're light years ahead of them.”

“Oh, I – that is, we – agree” Nik replied. “No question about that. But you'll also agree, after all your experience in the Air Force and the State Department that you have to have objectives if you're going to go forward. Right? But have you ever wondered why our democracy only seems to have the ability to set objectives in wartime – not in peacetime?”

Bellander nodded his head. “Yes, of course. I'm convinced the lack of clear objectives is the most critical problem in our national system. There never seems to be a mission statement, so the government just runs on a knee-jerk basis during peacetime.”

“Well, there can only be two causes for that” Nik said, “either a bad system or bad people. But if it was just due to inadequate officials – and there are a few bad ones, I'll grant you – and we were to get rid of them all and start over, would things change?”

Bellander thought a moment and grinned. “No. I guess we'd still be in the same boat.”

“There you are!” Nik stated emphatically. “So the cause of the problem has to be in the system. And we've figured out what the solution has to be.

“The problem with our solution is that it can't be just a quick fix. It requires a basic change – a very large basic change – but all anybody wants to hear about these days is quick fixes. And, my friend, let me tell you that if you and I were all-powerful dictators, in control of the whole world, we couldn't make that change just by giving a command.”

Nik's face took on an impishly conspiratorial little-boy look, he grinned and said “So your assignment, Mr. Bellander, is to figure out what we've figured out – and if you decide you

agree with us, to be our front man in getting the selling process started. Agreed? Would you like some coffee?"

Bellander smiled in spite of his effort to look impassive. The little trick of using the assumed agreement and quickly offering coffee as if the matter was closed was one he had used hundreds of times.

Nik grinned back at him as he poured two cups of coffee. "Selling techniques work out here in the real world the same as they do in the diplomatic service, Andy. You're going to feel right at home once you get to know us. After you've had your coffee and had a chance to begin assimilating all this I'll give you a tour of LVU. That stands for Lexus Valley Underground.

"To sort of bring you up to date, when we began selling our TV programs worldwide we found it was necessary to be very careful who we signed as our agents. As you know, our U.S. copyrights don't mean much in some countries, and we had several nasty fights over program piracy. At the same time my wife, Delia – you know, used to be Delia O'Brien when she was in the movie business – was running what she and I referred to as 'our experimental company'. That operation has now grown into LVU – and this LVU thing is the main reason we keep producing TV shows. Gotta have money for a hobby like that, you know, and the TV show residuals and video sales are really bringing in a lot of money these days. Makes a great cash cow, if you know what I mean."

Bellander suddenly lost his ability to concentrate as Nik mentioned his wife's name. Delia O'Brien had been Bellander's favorite actress when he was young. He was aware that she had married Nik Lexus sometime in the distant past, but he had almost forgotten her. He hadn't heard her name in years, and it instantly brought back memories of the beautiful eyes and the intriguing voice that had impressed his youthful mind so strongly. All he could remember now though were those eyes and her lovely hair. He couldn't quite remember the voice or visualize the rest of her features.

Nik studied his face and smiled. "I see you remember her" he said, then continued.

"Anyway, Delia had hired a couple of science experts named Larrey Stratford and Stefen Mikko to do improvement research on the technical side of our programming business, and they came up with a scrambler system that allowed us to send our programs to our overseas agents via satellite. And the system also allowed the agents to communicate with us on the same high security network. And because we had often found it necessary to hire agents who had political clout in their own countries, it wasn't long until we had the damndest over-the-back-fence gossip society you could imagine.

"And then we found ourselves passing top level messages back and forth – very discreetly, you understand – between all kinds of governments. Our agents were talking to heads of state, to spymasters, and especially to the political gurus. That's why I was so surprised that you didn't already know about us, you see, but I guess your superiors were honoring

our request to talk about us only on a need-to-know basis. We long ago made our scrambler technology available to the U.S. government, but not to the others. Your guys are way ahead of us by now, so it's really no big deal anymore – but it has certainly given us a lot of brownie points behind the scenes at some very high levels in DC.

“We’re still the major player in the sub rosa communications business – all at no cost to anyone but ourselves – and it keeps getting bigger all the time. That’s not a function of our technology so much as it is the kinds of people we deal with, you understand. And in the meantime, Delia developed a complete infrastructure down in LVU – turned us into world class advice-providers as well as message forwarders. At first she only used Level 4 and the three upper levels were used by our topside staffs, but her side got so big we had to build this building and move most of the topside work completely out of LVU several years ago. The real Lexus Valley is now downstairs, and we treat those operations as if all of them were very high security activities, even though most really aren’t.

“Here’s a name badge, by the way. I’m going to have to insist that you wear it at all times, both topside and downstairs, the same as I wear mine. This one will get you through any door in the place, including my home or my office.”

Bellander inspected the attractive badge carefully. He glanced quizzically at Nik as he realized that his signature had been printed on the badge, and that it had probably been lifted off a recent letter he had written. Nik laughed.

“Notice the big number 10, Andy?” he asked. “It’s on an orange background, which means you have a level of operational authority second only to the Blue badges – and there are only nine Blue badges. That makes you a person whose orders must be carried out by lower ranking Oranges or by people with Greens or Whites. Downstairs, at least. The topside people use purple for all their badges, but they’d recognize you as a powerful official from LVU nevertheless, just because you’re a grade 10. The number is an indication of how much knowledge and judgment your peers give you credit for having.”

“My peers?” asked Bellander. “How could my peers vote on me if I they don’t even know me?”

“Your peers are the Blues, plus 17 other Orange 10s, Andy” Nik replied. “You had to pass muster with each of them – and you got a unanimous vote. Believe me, that is a very high honor, coming from that group. We think they’re the best in the world. And they’re damned particular about who they bring aboard or who gets high rankings. You’ll see.

“And I might mention that out in the rest of the world there are a lot of people who wear a lapel pin or a brooch with a wolf’s head emblem and the letters FOV – which means Friend of the Valley. There are about 2,000 FOVs out there, including our agents, and they can all be trusted – whether you respect them or not. Some you won’t respect, and perhaps we may not either, but their word is always good. That’s what really counts.

“Here’s a list of the Blues. I’ll give you a full roster later. Each of the Blues is as excited about you being here as Delia and I are. It’s a great group.” He handed Bellander a wallet card.

<u>Badge</u>	<u>Name</u>	<u>Floor</u>	<u>Function</u>
Blue 1	Niklas Lexus	Topside	General Operations
Blue 2	Delia O’Brien Lexus	[home]	[retired]
Blue 3	Larrey Stratford	3	Technology
Blue 4	Stefen Mikko	3	Science
Blue 5	Mary Gordon	4	Commcon
Blue 6	Malcolm Astor	1	Planning/Strategy/IPS
Blue 7	Frank Connel	2	Psychology
Blue 8	Chang Won Son	2	Finance
Blue 9	Talia Lexus	1	Administration

“Your mentor and facilitator, the one you’ll be working most closely with, will be Talia. As you can see, she’s head of Admin – and she’s also our daughter. Very competent gal, if you’ll allow me to brag a bit. Delia steeped her in everything we were doing as she was growing up, but like most kids she had to get out of the nest – so she went outside and put in about four years with a couple of fast track corporations. Once she got her fill of the way they ran things she came back to us – but she didn’t get that Blue badge at LVU because she was our kid, though. She’s earned it. If she hadn’t, she’d be an Orange. Actually, she’s sharper than her mother in a lot of ways. Those outside guys all want her back, but their cash can’t compete with the satisfaction she can get at LVU. I’ve got to admit her outside experience comes in quite useful to us sometimes, though.

“Oh, by the way, Andy, we’ve put you on the payroll at \$10,000 a week. I know that’s kind of a mind blowing change from the civil service salary you’ve been getting, but it’s our way of trying to show how much value we place on you. The \$10,000 will be credited to your bank account each week. You can spend it or squirrel it away and take it with you in case you decide to leave us. Whatever you want. No strings attached.

“I think you’re really going to get a kick out of all this. Finish your coffee and let me show you around, downstairs.”

Blue 3, Blue 4, Blue 7, Blue 8, Blue 6

They left the office and walked to a bank of elevators marked “Card Entry Only”. A guard with a Green 5 badge greeted them and said “To open the doors to any of the elevators, Mr. Bellander, your ID card should be within three feet of that sensor strip”.

Bellander stepped in front of the strip and pressed the call button. An elevator door opened and Nik chose the button for Level 4. The four floor descent was over quickly, and the door opened into a very pleasant environment.

His first impression was one of color. Flowers and small shrubs appeared frequently, but unobtrusively. The work areas sometimes had colorful low separator walls between them, and what he took to be supervisors’ cubicles had slightly higher and less colorful walls. Computer monitors were everywhere. The overall lighting was slightly lower than he had expected, and the general brightness came from area lighting in the actual working spaces. He could see three walled areas which appeared to be offices or conference rooms. The atmosphere was more like that of the great room in a gracious home than a work space in a gigantic business office however. Bellander was impressed.

Nik led him to an enclosed office. The sign on the outside wall read ‘Commcon, Mary Gordon’. A plaque beneath the sign read:

It is a small planet
And life is short.
Let us use the gift of intelligence, now
That our children
And our children’s children
May live the lives
We dream for them.

He glanced at his host appreciatively, and Nik said “It’s our creed. Do you like it?”.

“Very much” Bellander replied. He started to add a comment, but Nik had disappeared into the office. As Bellander entered an elderly black woman glanced up, smiled warmly and came around the desk to shake hands. The office was overstuffed with electronic paraphernalia and bound folders of printed materials. Two large viewing screens that looked like giant TV sets were built into one wall.

“Andrew Bellander!” she exclaimed. “Good lord, it’s time you got here! We’ve been waiting for you for so long. For so long!”

Nik smiled. “Now Mary, don’t lay a guilt trip on him. He just arrived, and he liked our plaque, and I’ve got him on an up beat. Andrew Bellander, meet Mary Gordon.”

“The plaque. Ah yes, the plaque” she said. “That, my boy, is our purpose in life. It defines the legacy Nik and Delia intend to leave. And we’ll be a step closer to fulfilling it once you’ve done your part of the job.” Her alert eyes were surrounded by laugh wrinkles, and her gaze was so intense that she seemed to absorb who and what he was just by looking at him. Her handshake was firm, and the warmth of her personality seemed in odd contrast to the multitudes of electronic gadgets that filled her office.

“Andy, it’s so good to have you here!” she said with strong feeling. “We’ve had so many discussions about what we’d like to have you do, and how we’d like to have you do it. And our talks always come to that empty space, that part where only you can fill in the blanks on what you want to do and how you want to do it. We want to help so much. So much! Oh, I just can’t wait ’til we get started! It’s so good to have you here!”

Bellander smiled back at her and said “I’m very pleased to meet you too, Mary. I really don’t know what to say. I’m in shock. My emotions have already run the gamut today, and I can’t figure whether I should be keeping my guard up or committing to jumping into whatever is you guys have in mind for me.”

“Oh, keep your guard up by all means!” she replied. “By all means. Otherwise we’ll just be telling you what to think, and that won’t do. Won’t do at all. Your first job is to think for yourself and see if you agree with us. You’ll see.”

“First I need to start finding out more about what all you guys do” Bellander said. “For example, the sign says that you’re in charge of Commcon. Now what in the world is Commcon? Is this the communication center?”

She grinned and said “No. Commcon stands for Communication to Convince – the selling process. I run the selling department. We have a Commcenter too. Commcon has about three-fourths of this floor, and the Commcenter and their Commedit department have the rest. You’ll want to get well acquainted with what they do too, but we’re the sales department and they just do communications. Among other things, we sell training programs, like AB&D. Remember how you took the Air Force version of AB&D and then you took the State Department version? On how to make a pitch and get your ideas sold?”

Bellander frowned. “I remember taking those courses, and I remember seeing the letters AB&D on the tests, and I know I’m a member of the AB&D Society – and proud of it – twice, but I thought those were government programs.”

“Oh, we didn’t steal the name, Andy” Nik said. “Mary created it. In fact, Mary and her people score all the papers for AB&D from all over the world. For all practical purposes, she’s the head of your AB&D Society.”

Bellander really was quite proud of his membership in the AB&D Society. In fact, he had been told that his high AB&D scores were among the most important records in his resume. He thought about it a moment and said “Did we buy the programs from you and then tailor them to fit our needs?”.

“Yep” Mary replied. “They bought the core programs from us and then modified them by adding examples that were more specific to their purposes. But we own the name and we score their papers. That’s how you came to be a member of our club. But it’s much bigger out here in the civilian world than it is in the government world.”

Nik smiled. “Mary reminded me yesterday that you’re also a three-time honors winner in AB&D, Andy.”

“Three of the best papers ever!” Mary interjected firmly. “One in the Air Force and two in State. I wanted to meet you because of them, if nothing else, and they were among the most important factors that tipped the scales when we made our final choice. They’re why we chose you. You’re great at Commcon, Andy. Just great! Oh, it’s so good to have you on the team!”

Bellander suspicions suddenly vanished in awe of these two unusual minds as he realized the impact they had been having on people like himself. What he had thought were enlightened personnel development policies on the part of his government had actually originated beneath this asphalt parking lot. Then he realized the two were quietly smiling at him and that he had been speechless for several seconds.

“So that means you’re the one who can tell me what the letters ‘AB&D’ actually stand for?” he said. “I always claimed they didn’t stand for anything. Just another government acronym. Was I right?”

“Good heavens, no” Mary exploded. “When I needed a name for my honor club I decided to call it the Amalgamated Boatrockers and Diagnosticians Society. And Delia bought it. She thought it was right on. But old grumpy here said it wouldn’t publicize well, so all we’ve ever promoted were the darned initials! It’s a great name!”

“Now, Mary” Nik interceded, “you always say ‘It isn’t enough to be right, you must also be effective!’, and you agreed the news media wouldn’t understand the inside joke and they’d spoil the whole concept. I’ve always loved the name too. You know I have.”

The two giggled at each other, and Bellander imagined a long ago staff meeting where they’d reached an agreement on how to promote their ‘society’.

“Well, I’m sure he’ll be back to see you” Nik said. “Right now I’m kind of rushing him around, getting him introduced his first afternoon. Gotta run.”

“OK” Mary replied, and gave Bellander a wink and a kiss on the cheek.

“Come on, Andy” Nik said, “Larrey Stratford’s section is just upstairs. He’s been a key player in designing and setting up this entire operation.”

The sign read ‘Technology, Larrey Stratford’, with the Lexus creed plaque below it. The area around them was a sea of electronic paraphernalia, and Bellander expected to find an office filled with even more gadgets than Mary’s. He was surprised to see that the presence of electronics seemed to have been held to a minimum. He felt certain that Stratford could tap into networks all over the world by just entering some codes at a keyboard, and the minimalist decor made that knowledge all the more impressive.

“Larrey” said Nik, “meet Andy Bellander”.

“How do you do, Andy?” Larrey said warmly, extending his hand.

As they shook hands, however, Bellander guessed that the friendliness was more ritualistic than warm. He decided that this was the kind of preoccupied man who would give his undivided attention to each conversation – but would always be impatient to get slow thinkers to make a decision and move on to the next subject.

“Larrey is our technocrat” said Nik. “He’s responsible for our computer operations, our Commcenter system and our Commcenter Editing group, plus electronic research. – and our worldwide communications networks, our internal networks, and the audio/visual recording and repro systems that support Commedit. And probably a dozen things I’ve forgotten.”

“I suspect that my side of our operation won’t hold much interest for you in the next few months, Andy” Larrey said, “except perhaps for our library and editing services. The library system is rather unique but it’s contributive rather than initiative. We certainly want you to feel free to come in here and browse whenever you need to escape the monitors and find a hole in the fog. You’re always welcome – but we concentrate on technical research and operating systems.”

“Thanks” Bellander replied. He wasn’t quite sure how to continue the conversation.

“Commedit and the library will probably turn out to be your primary working tools, Andy” Nik said. “This operation is more than unique. It’s dynamic. Quite an achievement, as you’ll see. And his people will make certain you have a worldwide TV hookup once you get around to making your great proposal. As a matter of fact, they’ve already made most of the arrangements, haven’t they?” he asked with a glance.

“Well, Mary says all the basic agreements have been reached” Larrey replied.

“But he’s right, I suppose” Nik continued. “Larrey has a fascinating operation here, but as he says it falls into the contributive category, not the initiative category. Same with Stefen’s group. Not much happening in this department as far as your project is concerned, operationally. Anyway, Larrey, I wanted you to meet him, now that he’s arrived.”

“Thanks” Larrey said. “It really is nice to have you on the team, Andy. You’ve really earned our respect because your area of expertise ties in so closely with our needs, and you can provide dynamic impact while we only tend to produce a passive impact.”

Nik noticed Bellander’s reaction and laughed. “He talks like that, Andy. We imagine that it makes sense to us – and it’ll make more sense to you after you know more about us. We’re on the move, Larrey. See you later.” They waved and left.

Bellander followed Nik thoughtfully. The home-like atmosphere of the huge office areas just didn’t correlate with the knowledge that he was walking around in an old quarry, under a paved parking lot, meeting one world class mind after another. None of it seemed to have anything to do with the song-and-dance TV shows that had been on his mind during his plane ride. And it didn’t seem to be revolution oriented.

“Stefen also has part of Level 3” Nik noted as he proceeded briskly down a hallway.

Every bit of space seemed filled with exotic equipment. The office sign said ‘Science, Stefen Mikko’, and the man wearing the Blue 7 badge appeared to be the quiet and studious type. Bellander noted Stefen Mikko’s high cheekbones and imagined that this man’s forebears might have herded reindeer.

Nik’s voice brought him back to the moment. “Stefen develops highly technical products, and Larrey turns them into applications, Andy” he said. “His crew teamed up with Larrey’s people to develop the encryption techniques we use on everything.

“His people also work with Larrey’s people to develop a lot of software for us, plus Larrey’s people also do intensive on-going analyses of the commercial software we buy from the outside. It’s all part of our quality control process. It’s expensive to maintain that much academic interest in other peoples’ work, so we also sell our expertise to companies who are writing all kinds of new software. It probably doesn’t seem to make sense for us to be acting as consultants in such a seemingly unrelated field, but in the long run this department’s pure science knowledge base can be applied to our own needs for ground-breaking technology. That turns out to be very, very valuable to the people writing our own apps. Sort of a modern age variation on the idea of basic research, except we also act as facilitators to help others test their prototypes and concepts.”

“Our department is rather non-specific, and I’m afraid it’ll all seem a little mundane to you, Andy” Stefen commented, almost shyly. “Oh, it’s quite exciting to us, but I’m afraid we won’t contribute much to your project. Not at first, anyway. We’d love to help if you

need us, though. If you have any questions, just ask. And I'm looking forward to playing golf with you."

Nik laughed. "We're all golf nuts around here, Andy. And Stefen always seems to break 80. Mr. Consistency, we call him. But he's not the one you have to watch out for. Chang is the one who'll try to get you into a loaded bet." Stefen smiled and winked.

"Chang is next, Andy" said Nik. "He's one floor up, and down the hall. Let's move on up there and I'll introduce you to our money machine." Bellander and Stefen shook hands and Bellander found himself almost running to keep up as Nik bounded up the stairs.

Nik's idea of 'down the hall' turned out to be a 250 meter walk that wound through a large number of corridors. The work stations began to have higher, eye-level walls and the area presented less of a collegial appearance. He began to catch bits of what seemed to be telephone conversations being conducted in a variety of languages.

The office sign read 'Finance, Chang Won Son' and they entered in the middle of a telephone conversation. A deeply tanned man wearing a wildly patterned sport shirt with no tie gave them a smile and a wave, and continued to concentrate on the conversation.

Bellander wasn't sure what language he was using. He studied the friendly face and oriental eyes carefully. He sensed a distinct aura of command about the man, and noted that it came from the voice, not the appearance. His voice had a powerful resonant quality much like Nik's; the sound of a trained speaker or singer who made full use of his diaphragm. Bellander also noticed the left hand was paler than the right, the familiar sign of a golf glove.

As he hung up, Chang spun his chair, extended his hand and said heartily "Well, Andy, m'boy! It's good to have you here at last. Welcome to our cave!" There was a slight trace of an accent, and Bellander decided it added to the appeal of the rich voice.

"Nik" said Chang, "I've just found out that Mr. B has a second nice-sized bank account and has made quite a few smart – but small – investments on his own. I like it!"

He turned to Bellander and said "Don't ask me how I know. But let me get my hands on that modest salary he's paying you, Andy, and I'll let you in on some insider plays you'd never hear of otherwise! Interested?"

Nik laughed. "The most important advice I can ever give you, Andy, is to make sure you pay close attention to whatever bets he throws at you on the golf course. Make a deal on the first tee, and then be damned cautious when he starts trying to add bets during the game. He's honest as the day is long – but he moves very, very fast.

"And he uses money, not strokes, to keep score. He's money mad! Delia and his wife and I got together one Christmas and gave him a basket full of one dollar bills. She

swears he keeps it in the basement and goes down there to play with it whenever he tells her he's down there working on his golf clubs."

"Notice the tinge of envy in his voice, Andy?" Chang asked. "It's there. Stefen and I keep taking money from him and Frank, and they can't figure out how to beat us. And then he makes Stefen be his partner, and Frank and I beat them. He's got this mindset that he should be paid for providing entertainment – but he almost always pays me for the privilege of entertaining me."

"In addition to being one hell of a salesman and psychologist" Nik said, "he's also fluent in eight languages and can mumble along in several more. He imagines he's a renaissance man who's specialized in money, not art – and to tell you the truth, this department knows more about what's going on in politics around the world than the whole State Department combined."

"Has Malcolm told you what he does?" Chang asked.

"The fact is, we've told him nothing" Nik said. "And he hasn't met Malcolm yet. All I've told him is that he has to figure out what his project is, and that he has to end up helping change the government."

Chang looked at Bellander very earnestly and said "Everybody seems to think that control and power are the same thing, Andy. They aren't. Power is an abstract concept; the potential to inflict punishment – or pleasure. POP, we call it. Malcolm and Mary and I are constantly involved in programs and projects that cause changes, everywhere. And we don't do it by exercising negative power. But the result is that often whoever had control – loses it. There are indirect ways to cause change. We've even toppled a few minor governments. You don't need the power to command an army to get that done.

"But we're using the rifle approach, helping in one spot at a time. We want to help you use the shotgun approach – spread the word – so people all over the world can figure out how to cause change without having to resort to force. There's always a need to have power so as to control force, of course, but it's a mindset thing. Once you change the mindset of the world, they'll have a new tool – and they'll learn how to use that tool. People are good at that. They're adaptable. But it'll take time. And we have to start here – use our own country as an example.

"So our first step has to be to expose you to our perspectives. We have to get you to change your own mindset – perhaps ameliorate that military impatience of yours a bit. And then we'll have to sell the rest of the world on catching up with you.

"You may think Nik is paying you a large sum of money, but it's not the money he's investing that has the real value. It's the time. And if we sometimes seem to be getting impatient and trying to hurry you along – or, conversely, seeming to try to over-explain everything – it'll be because of the time thing. And we do often over-explain things – in

the hope that we'll be saving time in the long run – but things don't always work out the way you've planned. You know?

"I had to teach them the value of TE – time economics – and now they're all believers. And everybody at Lexus Valley has finally reached consensus that Frank's grand theory is valid, and now we've all committed to acting on it. Soon. But don't let us rush you or mislead you – or, for that matter, bore you to death.

"As you get acquainted with what we've been doing in the past, I guarantee you'll find that it's fascinating. But your project is much larger than what we've already done, Andy. And it's going to take awhile for you to figure that out and wrap your mind around it. We know, because that's the way it happened with all of us. You're going to find yourself agreeing with ideas and then rejecting them, and you're going to find yourself rejecting ideas and then agreeing with them. Don't let those starts and stops discourage you.

"If we're right, and we're convinced we are, we're letting you take over the kick-off job in just about the biggest game of all time. Certainly one of the biggest.

"And by the way, TE – like I said, time economics – really is critical. I've got you at seven weeks in the pool, but I'd be very happy if you came in ahead of that."

Bellander looked at him quizzically.

"This goofball has started a pool as to how long it will take you to figure out your complete project, Andy" Nik said with a grin. "Come on. Enough of this. He'll talk your ears off, but I still have to introduce you to Frank and Malcolm and Talia."

"Has he warned you that his daughter is an old maid?" Chang asked. Nik looked at him intently and said "What the hell? Have you got a pool going on that too?"

"Could be" Chang replied. "Could be. Good luck, Andy."

"Stick with me, Andy" Nik said as he rushed up another set of stairs. "I know I gave you a dose of information overload in my office – and now we're compounding it to the point where probably nothing is making sense to you. But stick with me. I'll get you introduced to the Blues, and you can sort it out later. The thing you want to remember is that you're welcome to come back to any of us, at any time, and to ask questions to your heart's content. On anything."

"It really is overwhelming" Bellander admitted. "And it obviously must have cost a ton of money to put this all together. And run it. How much government funding do you get?"

"Not one penny" Nik replied emphatically. "Not a penny. Oh, we do projects for them, on a contract basis, but no, we're not on the dole. And you're right – this all took, and takes, big money. But all this has been paid for by Delia's acting, by my TV shows and

videos, and by Chang's magic with money. Chang is our financial genius. Speculates in international currency, plus makes a lot of astute investments in the stock markets. Around the world. A very, very successful – and very influential – financial guru."

The next sign read "Psychology, Frank Connel" and the office was overflowing with electronic gadgets, piles of paper and shelves full of books. "Frank, here's Andy Bellander" Nik said

Frank offered a very friendly greeting, and Nik noticed Bellander's eyes were taking in the cluttered look. "Larrey calls this a 'fully utilized work space'" he said with a broad grin.

Frank laughed heartily. "I try to keep all my data scanned into the electronic library. Really I do. But what you're seeing here are the printouts I get after I access the library and get it back into my hands for one reason or another. Psychology isn't just a matter of a few equations or numbers. You can't just go from screen to screen and remember it all. You have to piece it together. Larrey says we work in 'the fuzzy field', and he's right of course, but it isn't as simple as I think he imagines."

Bellander studied Frank's slightly flushed complexion and decided he was a gregarious Irishman who would probably have been a whiz as a salesman or a politician. He wondered what had drawn him into psychology.

"It was Frank's research that led us into this whole project you've been assigned to, Andy" Nik said. "He's as much a philosopher as a psychologist. He's pretty pragmatic, whichever hat he's wearing – but he does get a little hard to follow sometimes."

"I vacillate between being certain I'm right and wondering if I'm doing anything worthwhile, Andy" Frank interjected, with a grin. "From a theoretical point of view I'm always certain I'm right. From a practical point of view – well, that's another story."

Bellander sensed a confident sincerity in the words. He liked this man. "As I understand it" he said, "I've got to figure out what all of you are saying and then decide whether I agree?"

"That's it – generally" Frank replied. "Except you don't necessarily have to agree with what every Blue says. Each of us has his own agenda. They all had to agree with me before we brought you in though. In theory, at least. My ideas are your starting point.

"Basically, what I've said is that our founding fathers didn't understand all the dynamics that have to go into a democracy to make it work. They didn't have to, of course. They got it up and running, even if it had flaws, and that's what counted. And counts today. But they didn't have a good working model to follow. Nothing in the European world, even going back to the Greeks, was quite what they needed – so they also borrowed a good share of their new government concept from what the Algonquin Nation was using.

“Maybe Malcolm has mentioned some of that to you already? You’ve met Malcolm?”

“No, he hasn’t met Malcolm yet” Nik said, “and no, we haven’t exposed him to anything yet. I’m just rushing him around to meet the Blues.”

“So I’m pushing things a little?” Frank said with a big grin. “Well anyway, Andy, now you’ve met the chief fomenter. And I’m officially inviting you and Talia to come back here, soon, so we can all foment together.” They shared a laugh as they parted.

Blue 5, Blue 9

They climbed the stairs to Level 1 and with a wave of his arm, Nik said “Here’s a guy you’ll probably find yourself spending a good deal of time with”. The sign above the creed read ‘Planning/Strategy/IPS, Malcolm Astor’.

A man close to Nik’s age, with alert eyes and a thin mustache, leaped from his chair and came around the desk to shake hands warmly. He said “Hi, I’m Malcolm”, gestured to chairs beside a small conference table and said “Ready for another cup of coffee, Andy?”

Bellander grinned and said “Yes. A little stimulant would come in handy about now”.

“Andy, two of your AB&D papers are part of the curriculum here in Section 4. You’re already part of our group” Malcolm said as he served the coffee. Bellander admired his host’s well cut suit, and noted that he received his coffee in an attractive but unpretentious mug instead of the fine china Nik had used.

“Mary has already claimed him, along with all three of his papers, Malcolm” Nik said. “That includes the two you use.

“You see, Andy” Nik continued, “Mary and Malcolm are sort of at opposite ends of the continuum of what we do around here. That won’t make sense at first, but it’s so.”

“My field is initiation and hers is responsion” Malcolm volunteered. “You’ve met her? Did she explain the difference?”

“Yes I’ve met her and no, she didn’t have time to explain anything” Bellander said with a grin. “And what in the world is responsion? I didn’t know there was such a word.”

“It’s one of Frank’s favorite words – he says it refers to responding to an emotional stimulus” Malcolm replied, “although the dictionary says it’s an answer or a reply. Or the annual dues a knight used to have to pay to his king in order to keep his title.”

“That was the fee that knights had to pay to belong to their union – but responsion is also the name of the first exam for a BA at Oxford” Nik added. “It’s a real word. Just rare. But it may not mean quite the same to us as it does to other people who use it.”

“In my field we take the initiative by planning to cause things to happen” Malcolm continued. “In Mary’s field people respond to a problem first, then start planning. But we both use her selling technique as a major tool. When you think of taking the initiative, Andy, your military background probably makes you think of a commander barking orders

– but commands are actually what stifle initiative the most. Giving commands is the best way to save time, but not the best way to assure top quality results. We’ll get into that.”

“But she plans to cause people to take action” Bellander replied.

“Ah, yes” Malcolm answered, “but once they respond to what she has put into their minds, they need a new stimulus to make them respond to something else. They’re not thinking, they’re reacting. You need to start one step ahead of that if you want to get the most out of the gift of intelligence. You need to plan, then do – not just do and do and do.

“To take the initiative you should follow a plan – because that allows you to add your own thinking without having to wait for somebody else to do your thinking for you. It allows you to be the master of your own fate, rather than be a puppet dancing to the whims of outside factors. And if you’ve set up a logical series of objectives, it’s much easier to keep problems in their proper perspective when they arise. That lets you keep being cognitively proactive, not emotionally reactive. It minimizes confusion and saves time.”

“Another way to put it, Andy” Nik added, “is to say Mary uses the language of emotional logic and Malcolm uses the language of cognitive logic. The difference is in the accuracy of the definitions of the words you’re using. Frank will go into that in depth – and, being Frank, probably too much depth. For the moment let’s just say that Malcolm, Larrey, Stefen and Chang operate primarily in the initiational, or cognitive, mode, and that Mary, Talia, Frank and I operate primarily in the responsional, or emotional, mode. We’re all trying to use logic – but initiational logic is more trustworthy than emotional logic, while emotional logic is far faster. The difference is in the index of effectiveness.

“Your military training was closest to Malcolm’s method – and your State Department work was closest to Mary’s method.

“People need to learn to use Malcolm’s technique first and Mary’s technique second. That’s sort of like saying look before you leap – then jump with enthusiasm. Most of life of responsional, but people don’t realize it. They say they’re thinking but they’re usually just reacting by trying to connect vague ideas they don’t understand clearly – so their plans, strategies and tactics are vague too, because the words and concepts they’re trying to think with simply weren’t defined clearly in the first place. Definition is everything.”

“Most of this will clear up in a week or two, Andy” Malcolm said, “but here are a couple of examples. Basically, the legal profession tries to clarify definitions and concepts to the point where several people, using common sense logic, can reach a common conclusion. That use of agreed-upon definitions, presented in a linear sequence, provide a precedent for later lawyers and judges to use.

“Of course, defense lawyers often try to go the other direction – try to confuse things. An engineer, on the other hand, tries to work only with purely logical terms and concepts that everybody understands from the beginning. Once you’ve figured out whether you agree

with us or not – and accept the assignment we’re offering you – you’ll work with initiative logic to plan your strategy. Then we’ll turn to Mary’s people to help you plan how to sell it with emotion. My department simply emphasizes planning in advance of enthusiasm.

“The most difficult part of your job will be in just reaching the realization of how simple our basic concepts are. When you’ve stripped an idea down to what you think are its most basic components, try to make it one level more simple. That’s not easy. Our minds don’t work like that. The brain wants to be off and running, and it’ll take off with any idea it thinks it has grasped, because it will feel that any connection it can make with any other idea provides all the logic it needs to support the action. That’s where intuitive logic can run off the tracks. Connections between definitions always need to be examined.

“When you hear us talking about ‘basic basics’ or ‘BBs’, what we’ll mean is that we are trying to create a definition so universally valid that it can be used as a building block to base further thoughts on. It’s very interesting. You’ll see.”

“For the moment I’m afraid you’ll have to permit me to doubt” Bellander said. “That all sounds very valid, but I don’t see much use in making that fine a distinction. Theory is one thing...” and slowly finished his coffee to avoid saying more. Malcolm was watching him closely, with smile wrinkles at the corners of his eyes.

“Come on” Nik said with a grin. “Time to meet your project manager, your facilitator.”

They said goodbye and walked back to near the point where they’d entered Level 1. The sign read ‘Administration, Talia Lexus’, and a tall man was leaning over the desk discussing something with her as they entered. Bellander instantly noted the man’s Orange 10 badge as he straightened up. He really hadn’t been close enough to most of the people they had passed to pay much attention to their badges, and he had been focusing on the Blue badges of his hosts. Now he was suddenly confronted with a badge equal to his own. It startled him.

“You must be Andrew Bellander” the man said with a smile, and stepped around the desk to offer his hand. “Hi. I’m Art Costello.” As Bellander shook hands he realized that Talia had come around the desk too, and he turned to greet her. He was not prepared. Their eyes met, and his heart almost stopped as he realized how beautiful she was.

She apparently had a somewhat similar reaction, because Nik finally said “Hey, you guys, come out of the trance! Talia, this is Andy. Andy, this is Talia. Andy, this is Art Costello, second in command in Administration.”

Costello, with a grin, said “I’ll get that handled” and left the office.

Bellander recovered his composure and said “It’s very nice to meet you. I’ve had quite a tour. And I understand that you’re the one who’s going to be shepherding me around to help me get started on my assignment.”

“Yes, I’ll be your facilitator, Andy – your project manager – but for more than to just to get you started. My job is also to make certain you’ll be successful.” She glanced at Nik and then back at Bellander’s face. “Oh, we’re so excited to have you here” she said.

Nik said “Yes, I agree. He’s better looking than his photographs.”

Talia flushed slightly and then she assumed a businesslike attitude and said “It’s just that we’re so used to seeing publicity photos of entertainers, Andy, and they usually don’t look as good as their pictures when you meet them in real life. I had made a prediction. But your photos are very nice. I hope my reaction didn’t embarrass you.”

She looked at Nik and said “It’s getting pretty late in the day, and I’ve got my work load cleaned up. Shall we show him his apartment?”

“Sounds like a good idea to me” Nik replied.

As they left the office Nik said “Keep track of this route, Andy. We’ll stay underground until we’re under Tower I, where you have a top floor suite. The magnetic strip on your badge can make the Tower I elevator come on down underground instead of stopping at the ground floor, but there are stairs too.”

They took the elevator to the ground floor of Tower I, and were greeted by a uniformed guard wearing a Green 6 badge. She recognized Bellander immediately and said “I have your luggage in my office, Mr. Bellander, because your suite is in secure mode and I couldn’t let the bellman deliver it there.” She gestured toward a door.

He inspected the name on her badge and said “Angie Johnson. It’s nice to meet you, Angie.” Her smile was friendly, but distinctly professional.

“If you’ll let me have your badge, Mr. Bellander, I’ll clear your quarters” she said. He handed her the badge and she placed it in a console on her desk, pressed a few buttons and returned it. “If you ever want to take the stairs to LVU, use the door at the back of this office” she said with a gesture over her shoulder.

“This looks like quite a command center, Angie, not a security station” he commented as he observed the banks of consoles and television screens along the wall. Most of the monitors kept cycling from one hallway view to the next.

“Andy, I know it seems like an invasion of your privacy” Talia interjected, “but we have surveillance cameras covering your suite. These two middle monitors are yours. The one on the left is outside on your balcony. The one next to it covers your living room area.”

Nik noted Bellander's frown and picked up the suitcase and garment bag and said "Come on. We'll talk about them on the way up." He led the way to the elevators and held the door open as they entered, then pressed the top floor button.

"People talk, Andy" he continued. "Everybody here is excited about your project, and many of them are in close touch with a lot of sincere people in Washington who are equally dedicated to trying to improve things. They all tend to be discreet, but some people get the wrong idea, even when you're talking about trying to improve the way the government works. That wouldn't seem to be something that needed top secret protection. Would it?"

"God, I hope not" Bellander replied.

"Well, you know how the rumor mill works in DC" Nik continued. "And our friends tell us that a lot of rumors are beginning to be associated with us now. There are always two points of view of everything – and responsional people are always going to have silly reactions when they're considering ideas they don't fully understand – so we've become even more paranoid about misguided infiltrators than we used to be."

"So you're guarding me against sneak thieves?" Bellander asked.

"Yes and no" Talia replied. "We assume it's that simple. But if it was only that simple, we might not even need the camera outside on your balcony. In fact, our motion detectors and infra red detectors are so good we could probably do without both of them. But you never know. There are some real nuts out there."

Bellander was pleased with the scene as they exited the elevator. Instead of the plain hallway he'd expected from looking at the monitors, there were niches filled with flowers plus a wide variety of pictures along the walls. The color scheme was especially attractive. He smiled to himself as he noted, with a nod to practicality, that the flowers were artificial. Then his curiosity returned.

"Are you saying that in addition to the possibility of intruders there's also the possibility the intruders might be violent?" he asked. "Isn't that pretty far fetched?"

"We don't know" Nik replied. "But we do know that some of the closed minds in DC think it's necessary to maintain the status quo any way they can. And we've had to annoy a few of them over the years by refusing to go along with them when they tried to use our organization in ways we felt were illegal or unethical. Those guys always think that if you're not with them, you're their enemy."

"They're nuts, that's what they are" Talia said firmly.

“Now honey, try to be more accurate than that” Nik said with a smile. “We can call them dedicated fanatics, not lunatics. Nuts don’t care which of their actions get publicized, but fanatics are the ones who try to control the media’s interpretations.” She grinned back.

With a flourish Nik said “Here we are, Andy. I sure hope you like your digs.”

Bellander moved his badge in proximity to the wall sensor, and opened the door when he heard the door lock click. As he stepped into the huge room his impression was that he had entered the home he’d always imagined. The colors were just right, and as his eyes swept the room he kept noticing that discreet items of decor were mementos suggesting his past travels. “This is marvelous!” he finally exclaimed.

“I’m glad you like it” Talia said, almost shyly. He noticed the change in her voice and turned to look at her. She avoided his eyes.

“I’ll just dump your luggage on your bed, Andy” Nik said with enthusiasm, and disappeared through a doorway.

Bellander turned to Talia and said warmly “You guys have really outdone yourselves”.

“We tried to do it the way we thought you’d want it” she replied.

Nik laughed as he returned. “Forget that ‘we’ stuff, Andy. This is all 100% the doing of your project manager.”

“We’ll leave you alone for awhile, Andy” she said. “Would you like to have dinner with me in the Tower I restaurant? It’s quite nice. Meet me there about 7:30?”

“I’d love it” he replied. He started to say more, but they both waved and left.

He turned back to the room and stood still a moment, letting it make a second pleasant impression. Then he crossed to the balcony doors and stepped outside. Two golf courses were spread out below him. Both had beautiful trees and landscaping, and each had a variety of large and small fountains. In the distance were low hills topped with the slowly spinning electrical windmills. It was the most peaceful sight he’d seen in years. He imagined that the golf course across the road would probably look much the same.

He settled into one of the balcony chairs and tried to recap the day, but Talia’s face seemed to preoccupy his mind. The rest of the day was blurry. He made himself think back through every moment, from the hectic early hours in his office until he had walked through the door of the suite. He could recall every sight and sound and face vividly, but he couldn’t seem to make them connect coherently.

Then reality hit him. “What in the hell am I doing, trying to analyze all this?” he asked himself. “There’s nothing to analyze. It’s simple. I’ve been assigned to be some kind of

mole or custodian in the biggest do-good nut house of all time. All I have to do is play along and help them figure out if they're left wingers or right wingers, then try to make sure they don't stir up any real trouble anywhere."

His professional caution suddenly returned. "Or – maybe – is it possible I'm an inmate too? I've had a lot of tough assignments lately, and maybe I've gotten too wrapped up in my work. Maybe I messed up somewhere and I've been parked here because they don't trust me to handle real work anymore. But wouldn't they try to talk to me about it first? It can't be that bad. Unless I've totally lost touch."

He stopped trying to analyze and just gazed at the shadows as evening settled into the valley. Then he took a nap, re-energized himself with a shower and went downstairs, expecting to find a perfect restaurant in a perfect building with a perfect companion.

Thunder Hall

He was not disappointed. A new guard with a Green 7 badge intercepted him as he left the elevator, and ushered him into the guard office. Talia was using a phone. She gave him one of her magical smiles, said good-bye and hung up.

“Sorry about the phone” she said. “We don’t carry beepers, but these things do the same thing, in reverse.” She pointed to her badge. “The Commcenter system can automatically tell where your badge is at any moment, so they just call you at the nearest phone unless you tell them not to. You do have your badge with you, don’t you?”

He touched his coat pocket and nodded.

“They aren’t very dressy for evening wear, I know” she grinned, “and they can make you feel self-conscious among the vacationer crowd”. Then she took his arm and said “Let’s go eat! I’ll bet you’re famished. The last food you had was on the plane, wasn’t it? Dad was so excited about showing you around that he forgot his manners. He was embarrassed. He asked me to apologize.” Bellander had resolved to keep his guard up as the two of them got acquainted, but when she touched him he lost focus again.

The restaurant had the understated elegance he preferred, and the food was outstanding. Talia was an excellent conversationalist, but Bellander soon realized they were talking only about things she knew were interesting to him. He reminded himself she knew a great deal about him, and began trying to learn more about her.

She answered his questions about her schooling and about her jobs in other organizations, but kept skillfully managing to return to subjects he liked. Finally, he laughed and said “If you’re trying to get little insights into my philosophy with all this talk about things from my world, you’re going to have to get me drunk. And I warn you I’m very good at that game, plus I’m too damned tired to want to do much drinking.”

She giggled at having been found out, and gazed at him very directly. Her eyes had a hypnotic effect on him, but he managed to say “On the other hand, Miss T, if you’re going to look at me like that, I’ll tell you anything. What state secrets do you want to know?”

She looked at him quietly and said “I’m sorry if I seemed a little directional, Andy. You’re very perceptive. And I know you must be tired. But I’m just so excited by your project – our project – that I can’t help myself. I want to know what you think, and how you think, so I can be the most help to you.

“I’ve got a tough assignment too, you know. I’ve got to help you figure out what your job is, and then help you get it done – but I can’t tell you anything. And I’m used to at

least suggesting what other people should do.” She laughed, and her laugh had a clear bell-like sound that caused people at other tables to look toward her and smile.

“Look” she said, “I know you’re probably not very interested, but let’s go over to the Hall of Music and watch them tape a number or two. I have seats reserved. OK?”

He wanted to say no, but his weariness couldn’t compete with her smile. The cool night air and the scent of newly mown grass re-invigorated him as they walked to the huge theater. He noticed that a large number of cars were now parked in front of it, while only a few dozen had been there when he arrived.

“Put on your badge now, Andy” she said. “These people are totally separate from the LVU operation, but they use a badge system very much like the one we use. They’ll take it as a compliment when they see ours.”

The usher didn’t notice their badges at all, and Bellander gave her a playful jab in the ribs. “OK, OK” she replied, “so we’re not as important as we think we are.”

The general set looked much as it had been in all the TV shows he had watched – an exposed presentation stage, with the back of the stage separated from the front by gauze curtains. The presentation stage was raised slightly above the auditorium floor, and dancers were ‘parked’ in a semi-circle of tables around it as if they were sitting next to the dance floor at a night club. He and Talia had front row seats, but their view was partially obscured by camera dollies positioned alongside the dancers’ tables.

Bellander was a little disappointed, because he knew the instrumentalists and vocalists were usually kept out of sight behind the gauze curtains and the shows always included interesting lighting effects behind them. It was fun to try to determine who the singer or instrumentalist might be by guessing at their backlit silhouettes, and he doubted he’d be able to see the back stage effects.

Talia guessed his thoughts and said “As you know, the dancers only seem to be the featured performers. Everybody knows the people you can’t see are as much the featured performers as the ones you can see. This is Dad’s way of involving the audience and at the same time making the back stage performers focus on entertaining rather than letting them do the grandstanding stuff most modern acts try to use.

“The dancers are on stage as surrogate members of the audience, not just as entertainers. If the singers and musicians do their job, their music will seem to pull the dancers on stage to dance – to sort of interpret each performer’s feelings. With Dad’s staging, the entertainer can’t get away with just a lot of noise and a hey-look-at-me routine.”

Suddenly the house lights lowered and the voice of an announcer seated at one of the tables began to make itself heard. Talia nudged him and pointed to the eyes of the audience behind them. Every eye was wide in anticipation.

“Ladies and gentlemen” the announcer said, “long ago, in old Havana, there was a section of the city called Siboney. It welcomed you with music and laughter and dancing and exotic food. It was what you might call the naughty part of the city, and many things were for sale there. It was a different world. Let us go back to old Havana...”

The announcer’s voice trailed off and a woman’s vibrant soprano began to sing the song of ‘Siboney’, with the singer silhouetted behind the gauze curtain. She started slowly, stretching out the name as if she was caressing it, and then, as the band filled in behind her voice, she moved into the exciting Latin rhythm that identified the song. The dancers began to leave their tables and take the little stairways up to the stage. Eight couples took the floor, and Bellander noticed that each couple was using its own dance steps to interpret what they were feeling as the music varied from moody to intoxicatingly upbeat. He tried to decide which pair was dancing the way he and Talia might, but gave up.

She nudged him and he looked at the audience again. They were totally involved in the reverie the words were creating, and to them the dancers might have been performing in some long ago night club. Finally the singer hit a high note and held it, and then a clarinet matched the note and took over, holding it even longer, and then the music stopped abruptly. The lights came back up, and the spell was gone.

Talia glanced at him and said “I just wanted you to see what they do here and how they do it. We can go now.”

By now he would have preferred to stay, but she guided him through the lobby and outside. “It will be at least half an hour before they record the next number” she said. “Maybe more. There’ll be entertainment to keep the crowd happy, but you got to see what I wanted you to see. Come on, I’ll buy you a drink, and then I’ll let you go get a little rest. OK?”

He no longer felt tired, but he nodded, and breathed deeply as he savored the evening air. She steered him toward the Tower I building, and as they walked she looked at him, grinned, and said “You’ve just had your first lesson. How’d you like it?”

“Something to do with using your stage techniques when I get around to making that big speech?” he asked.

“Not really” she answered. “It was to demonstrate pure responsion. Downstairs we emphasize proaction, which requires initiative. Up here nearly everything is reaction, which is the result of playing to the responsional mindset.

“It’s the difference between cause and effect. Most people don’t think, they just respond to outside stimuli. You’ll be pitching a new initiative, so you’ll have to stay aware that almost everybody who hears you will be listening responsionally. You’ll have to compensate for that if you want to communicate your logic effectively.”

They found a table in the Tower I lounge and ordered drinks.

She looked at him intently and said “Frank will explain all this to you, Andy. In fact, he and Mom’ll probably over explain it – but it’s important for you to suffer along until you’ve got his points of view clearly in mind. But Malcolm will help. And Mary.”

“You’re very beautiful” he said, and took her hand in his.

She grinned at him and removed her hand. “You’re very attractive yourself. So we’ve got a problem there. Or at least I have a problem there. My job is to shepherd you around LVU and help expose you to our POV – our point of view – and help you develop your own POV and complete your mission. And Mary has been teasing me that our reactions to each other will get in the way, and that I can’t control that factor.”

“Does that mean you don’t have a man in your life?”

She looked directly at him again, and he felt the same mind-stopping shock he’d felt during their first meeting. “Yes” she said, “the answer is no. I’ve been interested in two or three – four or five in fact – and Mary calls me an old maid. And I have to admit I’m very interested in you. But that’s not the point. The point is that your mission is not just the most important job you’ve ever had. It may be the most important intellectual job any man has ever had. And that’s another of my problems – to help you keep it in focus as you begin to see how big it is. And any relationship between you and me has to have minimal importance in the face of all that. We need to call a time out.”

He studied her face and forced himself to shift back into his detached professional mindset. “Define the word ‘intellectual’” he said. “Same as intellectual?”

She smiled at his change and said “No, and thanks for following what I was trying to say. Intellectual refers to the facility of being able to think. Intellectual refers to one of the processes for using that facility. That’s a key question. You see, we make a distinction between intellection and emotion. Intellection and emotion are two different functions of the intellectual process. Cognition and emotion are results. We say both are intellectual, but the one uses clearly defined concepts to think with and the other uses dysdefined concepts to think with. You’re probably used to saying logic where we say intellection, but logic can be a function of either one – and intellection is just a process which leads to that result in a more reliable manner. Cause and effect.

“Both intellection and emotion can result in action – but when you use intellection you’re trying to use your mental ability to control what happens, and when you use emotion you are allowing outside agencies to be in control. You’re simply responding.”

“So emotion is one of the two intellectual processes and when we’re feeling emotion, we’re thinking?” he asked.

She laughed, and again her laugh caused people at other tables to look and smile. “Yes, we say you’re thinking – but thinking, by our definition, is actually an emotional word. That means it’s so hard to define it clearly that it falls into the dysdefined category. That marvelous computer we call a mind is actually a gigantic relational database – and it will try to find relationships between knowledge packets even if they’re poorly defined.

“Intellectional concepts are things like numbers, or chemical formulas, or musical notes, or other words that don’t have highly fractionalized meanings. We say hi/frax to mean highly fractionalized concepts, and lo/frax to mean clearly defined data. It’s all a little inexact. For example, Frank says that the number two is lo/frax, while 100 is hi/frax because it could be made up of multiple combinations of definitions. I don’t agree with him on that.”

He grinned at her. “So LVU is dedicated to trying to clarify definitions so people can think more logically? And your TV shows are doing the same thing by offering to sell dictionaries?”

Her smile was so warm he wanted to ask the questions again.

“That’s it exactly, Andy. How perceptive! The ability to use the brain – or the mind, as most of us call it – to a high degree in thinking logically is what most distinguishes us from the lower animals. The problem is that we only use intellectional logic about one or two percent of the time. All the rest is responsion – which is the process of using the intellectual facility in emotional mode. And one of Dad’s conditions for letting anybody carry our shows is to include occasional short spots to sell inexpensive dictionaries in whatever the local language is. Oh, I hope this is coming out clearly!

”But yes, that’s why we offer dictionaries for sale at extremely affordable prices. In the language of whatever country where we’re broadcasting. None of our agents understand why – so they just assume Dad is slightly off his rocker and put up with him. They have to handle the packing and shipping locally, you see – for a rather small profit.”

“Clear enough” he replied. “I can see that you want me to start disciplining my vocabulary. You want me to use the intellectional approach to figure out what my project is all about. Right? Even though I could reach logical conclusions with emotion?”

He got the warm smile again, and felt himself trying to find things to say that would cause it to return. He hadn’t felt that way in a long time. It violated his professional discipline, but he liked it. “I don’t know much about costs and profits and pricing, but I’ve always wondered why you were selling those darned dictionaries – and how you could make a profit at the prices you were offering.”

Her smile turned into a grin and she said “The dictionaries are dad’s sneaky – and rather amateurish – way of trying to push cognitive logic. Shakespeare said ‘first we should kill all the lawyers’, and a lot of people would agree with that. But when you think about it,

lawyers simply make a profession out of trying to turn dysdefined concepts into defined concepts. And then they use a mixture of emotion and logic to communicate to convince that their position is right. What we don't like about their use of Commcon is that they promote contention – the opposite of what we promote. Mary runs the Commcon department, by the way, which means the communication-to-convince department. And when we say CTC department, you'd probably just say 'sales department'." He nodded.

"And all that is why Frank will talk psychology to you, then Malcolm will try to guide you in the intellectional approach, and then Mary will help you package everything in a way that will be easiest for your audience to understand – if you want her to. She's already fully convinced you can do it on your own. In the end it'll all seem very simple."

"But right now my job is to try to keep my mind off you and to figure out what my job is" he mused. "I'll tell you the truth, my dear – right now my top priority is not to save the world. Right now I'm completely preoccupied with the teacher, not the topic."

She grinned. "I can also be quite a disciplinarian. Don't test me. Have you decided who you'd like to talk to first tomorrow?" she asked.

"Well, you guys keep suggesting Frank should be first, so I guess it should be Frank."

"Excellent" she said. "I've already made an appointment with him for tomorrow morning. After we meet with him we can have a bit of lunch and play a round of golf. OK?" He nodded. "Dad and Frank and Chang and Stefen are all looking forward to playing with you, so I'd better get you acquainted with the main course – the Examiner course. And Mom wants you to come over to their place for dinner tomorrow evening. OK?"

He was shocked back to reality. The thought of meeting Delia O'Brien was startling. He had almost forgotten her again, and the sudden realization that this dream woman of his youth might some day be his mother in law – if what his imagination had been secretly considering ever turned into reality – made his mind go blank again. He mumbled "Yes".

Talia looked at him closely and smiled. "She knows all about you, and she's very excited. And everything you'll be doing – everything we're all doing – relates to her. She and Dad created Lexus Valley together, but everything you'll be doing is a result of the way she put Lexus Valley Underground together and guided it. You are more important, Andy – to everybody – than I can possibly explain to you at the moment.

"But I guess even demigods have to sleep, so I'll let you go. You can find your way to my office in the morning? Dress casually, for golf. See you about eight o'clock?"

He nodded silently as she signed the tab.

He found his way back to his suite almost automatically and savored the decor again. And he seemed to sleep well, despite the fact he had swarms of short, confusing dreams. He wasn't accustomed to dreaming, and he decided he was more nervous than he'd supposed.

Egonition

The security guard greeted him by name as he left the elevator at the ground floor of Tower I the next morning. Bellander noted the man's name and the Green 5 badge and returned the greeting. He had breakfast in the Tower I restaurant, then returned to the guard office and used his card to take the stairs down to LVU Level 1.

He was ahead of schedule, but uncomfortable. He kept trying to follow the same routine he'd always used when adapting to a new assignment – doing familiar things while his mind adjusted to the new perspective the new situation presented – but his mind wasn't cooperating. It kept going blank. There were just too many variables, and he couldn't seem to get them all connected.

He tried to analyze his mental block, and he kept coming to the conclusion that he was reacting unprofessionally. Instead of bringing all the factors into perspective, he was allowing two factors to cloud the picture – an annoying bit of self doubt and a nagging concern that his secret confusion would be a disappointment to his project manager.

Now he found himself approaching her office, so he simply cleared his mind and reverted to the "I can handle it" mindset that had seen him through so many previous situations. As he entered he noticed a young man, apparently Talia's secretary, at a desk near the door. He stopped to introduce himself, and the young man greeted him by name before Bellander could speak, shook his hand, and gestured toward Talia with a friendly grin. She was coming around her desk as Bellander looked up, and he had the same reaction he'd had the day before.

"Hi" she said brightly. "Good breakfast? I forgot to tell you that we have a cafeteria down here. On Level 4."

"Thanks" he replied. "They do have a very good kitchen in Tower I. I enjoyed it."

"Would you like a cup of coffee?" she asked as she studied his appearance.

"No thanks" he replied. "I've already had a couple."

"Good" she said. "Anyway, Frank is sure to try to drown you in coffee when we get there."

"Are you ready to go down there and plunge in, or would you like to talk here first? The Level 1-A lyceum is open." She steered him across the office and pulled back a curtain to show the adjoining conference room. She opened a door and took a step into the room, and he followed.

“I’m sure you’re used to some pretty high-tech conference rooms” she said, “but our lyceums may be a bit more sophisticated than even those you’re used to. For one thing, those of us who have adjacent offices can listen to presentations and discussions on our monitors, or join in by just walking through the door. But in fact, anybody with a monitor can listen in. We originally had it set up so we could stay in our offices and make comments via an intercom system, but that didn’t seem to work out. Too impersonal and too many interruptions. Now, the protocol is that if you want to join in you have to go to that lyceum and appear personally. That may seem old fashioned, but we like it that way.

“All the lyceums are all connected to our super-sophisticated Commcenter, and anybody using a lyceum can tap into the database in our electronic library in multitudes of ways. For example, if you want to present a video show, you just send the sound and images to the Commcenter and they’ll put them on your screen whenever you command – plus they’ll keep it on file for somebody else to call up on the screen at their desk, later. Of course you have a hand held control so you can move the images forward and backward just as you would if you were running a projector. And a lot of our videos have hypertext links so you can point to a word on the screen with a laser pointer, doubleclick, and it’ll jump to that subject just the same as if you were on the Internet.

“And the Commedit department of the Commcenter will record and transcribe dictation or entire meetings. They’ll also take your dictation or your typing and perform whatever level of editing you want – everything from spell checks and grammar critiques to complete re-writes. But they won’t do anything unless you tell them to, so don’t assume they’ll make changes automatically. They’re editors, not stenographers or secretaries.”

He nodded, although he didn’t fully understand her reference to hypertext. The room interested him, but it didn’t look high-tech at all. It had a coffee station, a refrigerator, a microwave and a couple dozen comfortable looking chairs around a large table and three smaller side tables. He surmised that there must be at least one rear projection screen behind the curtains on the opposite wall.

“What did Larrey do – try to take the cockpit from a jet fighter and disguise it to look like the dashboard of a family car?” he asked.

She laughed and said “You’ve got it. That’s just what he did. It looks quite simple on this end. And the fact is that we don’t use these rooms as much as we used to.”

She brushed him as she turned away. “Come on. Let’s go talk to Dr. Voodoo.” She gave a wave to her secretary as they left, and said “We’ll be with Frank.”

They took a stairway to Level 2, and Bellander was again struck with the pleasantness of the general environment. She noticed that his eyes were taking in the long view as well as the near views, and said “We bring in outside air of course, but we also add a bit of oxygen to the air that gets recycled. We want to keep everybody alert and happy, and the

plants can't absorb all the carbon dioxide. Larrey and Stefen worked it out. It's rather complicated."

They arrived at Section 7, and both Frank Connel and an Orange 8 assistant named Jeannie welcomed them.

Bellander decided to test the political climate with a bit of impropriety, and said "She said we were coming to talk to Dr. Voodoo. Is that you, Frank?"

Frank and Talia both chuckled, and Frank said "They all call me that, and since they're partly right I can't justify using any neg impindor challenges to stop them from belittling me. But I keep them baffled by plagiarizing stuff from magazines I know they don't have time to read. They never know what's really from our department and what's fluff. I also make an effort to get even with them on the golf course."

"Neg impindors?" Bellander asked. It surprised him that Frank was using such jargon so early in the conversation, and decided his host was more than a little nervous.

"It means negative importance indicators, Andy" Frank replied. "Actually, the reason Talia brought you here first was probably to expose you to my strange vocabulary, so let's go into my lyceum and get started. Jeannie has given our familiarization lecture so many times we'd bore her if we stayed in here. She and I both teach familiarization classes to our new hires – much like the one you're about to get."

He led the way into his lyceum, turned and said "Would you like some coffee?"

Bellander smiled and said "No, thanks. Not right now."

"We use a lot of coined words here, Andy" Frank continued, "but the reason we do is because our efforts to explain motivational psychology just don't quite seem to jibe with the jargon in the field. Actually, I mean my efforts. I have a large staff, but mostly they just apply my system in helping FOVs analyze people we're trying to deal with. Once we go public, I'm going to write five or six books and open some eyes in my field."

Bellander glanced at Talia, who just raised an eyebrow and gave him a small smile. Frank didn't notice, and continued earnestly.

"Now I know you studied psychology at the academy and a lot of what I'll be saying may sound like a review of Psych 101, but bear with me. I'll try to skip over the stuff I think you already know. The basic premises are quite standard, of course – people do what they're motivated to do, and you can't motivate someone because all motivation comes from within. My department focuses on causes of motivation, and the difference between our operation and the outside world is primarily in how we describe those factors.

“As I said, we agree with the standard view that you can’t motivate somebody else because people are always self-motivated. And, like everybody else, we’re often a little careless in the way we use the word because we say ‘We’ll motivate so-and-so to do such-and-such’. That’s not the way it really works. All you can do is modify a person’s perceptions and reactions in such a way that they’ll probably act as you want them to act. But if you startle them or put them under pressure, they’ll respond with approximately whatever is already programmed into their subconscious. That’s what frustrates coaches and drill sergeants.

“The basic basic behind all this is the Quest – with a capital Q – to feel important. That’s the driving need of all intelligence, both animal and human. Once the intellectual power becomes strong enough to wonder ‘Why do I exist?’ and can’t find a truly satisfactory answer, the mind begins to manufacture its own importance indicators. And most of those impindors are totally imaginary and illogical but – since that’s all the subconscious has to go on – it adopts them as articles of faith and tries to apply them logically.

“Most people think that their possessions are proof of their importance. And most people think what they do is proof of their importance too. Actions speak louder than words, of course, so actions are more valid than ownership. But then you begin to branch off into what their egos are built on, and the lists of imaginary impindors get to be pretty amazing.

“And that’s where conflicts with society begin to occur. An importance indicator can be either positive or negative, of course. Smoking can only be negative, but it doesn’t seem that way to the addict. Et cetera. Each impindor seems important to the mind of the person who has adopted it, so that person doesn’t place a positive or negative value on it.

“In any event we can categorize impindors as either self oriented or as ‘outside’ oriented. I couldn’t find a word that meant outside in the way I meant it, so I coined the word ‘fles’, which is self spelled backward.

“So that allowed me to build an impindor categorization chart that looks like this.” He pressed a few buttons and text appeared on the screen.

Impindor Values, Individual’s POV

<u>Category</u>	<u>Abbreviation</u>
Self-Positive	self-pos
Self-Negative	self-neg
Fles-Positive	fles-pos
Fles-Negative	fles-neg

“Looks logical, doesn’t it?” he asked. Bellander nodded.

“This is an interesting insight coming up, Andy” Talia said. “I like this one.”

“Well,” Frank continued, “that’s all logical from the individual’s point of view – but not so logical from society’s point of view.” He pressed more buttons and an additional chart appeared.

Impindor Values, Society’s POV

<u>Category</u>	<u>Abbreviation</u>
Self-Positive	self-pos
Fles-Positive	fles-pos
Self-Negative	self-neg
Fles-Negative	fles-neg

“Notice that the individual will rank the value of impindors in the ‘self, self, fles, fles’ order while society will rank them in the ‘pos, pos, neg, neg’ order?” Frank asked.

“I’ll be darned” Bellander exclaimed. “They didn’t mention that in 101. That shows why we have all the conflicts between personal values and social values, doesn’t it?”

“Exactly” Frank replied with a smile. “And that’s where programs designed to cause motivation have to tread extra logically. For example, if an employee is frequently late to work, you have to sort out whether they’re anti-social or hate their job – or just need a more reliable alarm clock. You should never assume someone has built-in negative motivation just because they seem to be exhibiting a negative importance indicator. It could be, but their action could also be a simple reaction to something else entirely, in which case your efforts to ‘motivate’ them might look pretty amateurish.

“What we’re trying to categorize in that first list are the types of deep seated causes behind the behavioral patterns of individuals – the ‘self’ value patterns which are tied to that person’s Quest. If you want to cause that individual to become motivated to act in a different way, you are talking about changing that person’s individual patterns – based on what their imagination has perceived are most important. Which means they’ll be more interested in their own ideas rather than society’s ideas.

“When you look at the ‘fles’ value patterns though, you’re playing a different game. Ninety-nine percent of the time, if you trace the cause of an interpersonal problem situation back upstream to the basic basic source – we say BB when we mean ‘basic basic’, by the way – you usually find that most people are not inherently bad, and most impindors, while they may seem a little strange, are acceptable to other people. But custom – the fles influence – can modify opinions so people pass judgments on other people that they don’t really believe are all that bad.”

“He didn’t quite mean what he said, Andy” Talia interjected. “If you’re talking about improving an organization, that’s right – but that statement doesn’t really apply to society as a whole. People have conflicts with people for multitudes for reasons, and it’s usually over differences in their belief patterns – and that ties into the clarity of BB definitions.”

“Yes, that’s more correct” Frank replied. “Thanks. I suppose I was thinking of systems.”

“When you say ‘systems’, does that include both cultures and environments that lack any signs of culture?” Bellander asked.

“Yes and no” Frank replied. “You’re on the right track, but now we’re using words that are so hi-frax and abstract they’re almost impossible to discuss logically. Has she told you what we mean when we say hi-frax and lo-frax?” He glanced toward Talia.

Bellander nodded. “I understand it – in the abstract at least.”

Frank looked at him intently. “Hi-frax is both a curse and a blessing, Andy. Emotion is toxic to logic, and vice versa. They call me a psychologist, but the fact is that no two psychologists in the world fully agree on the definition of the word ‘psychology’. See the problems hi-frax words can cause? Hi-frax words are – according to me – invariably emotional, even though they may mean something quite logical. The problem lies in trying to sort out the meanings – which usually requires more hi-frax words. Et cetera.

“Let’s go back a step. What I have to ask you to do, Andy, is to accept, as an act of faith, the distinction we make between intellection and emotion. We say intellection is the relatively slow process of linking together a series of well defined concepts, and arriving at a logical conclusion. Intellection deals in clearly defined specifics. Emotion – which we call the shorthand of the mind – deals in generalities. It tries to make connections between inputs of data as fast as it can, to enable it to be ready for action. The result may be logical – or it may not. Now I grant you that’s not the usual definition of emotion.”

“And you’re saying that intellection and emotion are both intellectual functions?” Bellander asked, with a glance toward Talia. Frank nodded.

“I can accept that” Bellander said, “but why do I need to know that for my project? Am I going to be dealing more with psychology or with systems?”

“It’s important because the public is used to reacting to everything, without having a clear perspective on what they’re reacting to” Talia replied. “Your job is going to include trying to get them to reach a logical cognitive conclusion about your ideas for systems – and you’ll be primarily using hi-frax words to describe your ideas. We have to make certain you understand the danger of causing a wrong interpretation of what you’re saying. Your diplomatic experience has already made that clear to you, of course – but we’re talking about the reason why it’s true. Basically, he’s saying that intellection mostly governs planning – while emotion governs action.”

“Emotion developed when our survival depended on the speed of our ability to make the fight-or-flight decision” Frank said. “What I call the FOF1 reaction. In that particular

intellectual mode the mind is willing to grasp at straws instead of looking before it leaps – so I say it is operating intellectually, but in emotional mode.”

Talia laughed. “Talk about mixed metaphors! But along that same line, Andy, in politics we say there are those who tend to think without acting, and there are those who tend to act without thinking. That’s our way of describing conservatives versus liberals. What you need to do is change the governmental system so we can get the best out of both modes.” She flashed him a smile, and he raised an eyebrow as he grinned back.

Frank chuckled. “There are examples all around us. They’re easy to see, but we’re in too much of a hurry to notice them.

“For example, an engineer tries to think in lo-frax and then do, which is what we describe as using cognitive mode – trying to anticipate all the problems and answer all the questions before you act. But that doesn’t tell you whether that person is an initiator or a reactor. The news media tend to call such a person a conservative because they may tend to look too long before they leap – perhaps they’re cautious rather than adventurous not because they’re thorough but simply because their Quest makes them fearful of change.

“Most people are too impatient to be able to use the initiator mode effectively, however. For example, a used car salesman – a person accustomed to responding instantly – is obviously more apt to be a responsionalist than an initiator. That mode, which the news media often calls the liberal mode and which I call the emotional mode, provides questions when the doer can’t think of any to ask. This is all generalization, of course.

“I think the simplest way to view the whole thing is to say that intellection governs initiation and emotion governs action – and reaction.”

“You’re saying that someone can’t take the initiative if they’re emotional?” Bellander asked. “Isn’t that stretching your definition a little?”

Frank scowled and replied “I should have stuck to my prepared lecture. You’re right. What I was trying to say is the emotional way to take the initiative is to act, see if it works, make changes if necessary, and keep going. That may be OK for an individual who is driven by his Quest to plunge ahead in his search for impindor proofs – but it doesn’t work well in groups except in emergencies. Groups need the planned initiative approach because it isn’t easy for them to make sea changes very easily. Each person in the group will tend to continue to follow his perception of an original – emotional – plan even if it isn’t working, but what that’s most apt to do is compound higher and higher levels of frustration.

“An individual – someone who’s not governed by a group – will tend to try to take the initiative emotionally if their Quest makes them want to do it. But if that doesn’t work they’ll eventually become frustrated to the point where they start to guess or they begin to look to somebody else to tell them what to do. That’s essentially the definition of

leadership – knowing what to tell others to do. Both generals and preachers can act as leaders – but I wouldn't trust the judgment of either one if their thinking was emotionally driven.

“Now any standardized system for taking the initiative helps relieve the participants of having to think for themselves – but it puts the group at the mercy of whether or not the leadership thinking is truly logical. You need leadership thinking which is based on clear lo-frax, non-emotional definitions. And you'll hear us say – again and again – that emotion is toxic to logic, and vice versa. Any other kind of thinking puts you at risk.

“You can see it in government where they put a program into effect via compromises – and then it becomes next to impossible to make rational corrections on a trial and error basis even though everybody can see the program has what we call implementation constipation due to dysdefined words or statements. The implementors are forced to use a poorly defined set of instructions, and they keep trying to get results by making minor adjustments when it's the system itself that needs to be changed or replaced.

“And you can see it in business where they rush a program into effect without going through the prototyping process that could have found the flaws in advance. Most people who think they're taking the initiative are really reacting emotionally, Andy – and the end result is frustration, not the results intended. Emotional decisions can be logical, but you can't count on it. That's why fighter pilots practice trying to prepare themselves to have logical reactions to unexpected situations. Right? And that's why intelligent people often get entangled in screwed up systems that don't produce worthwhile results.

“Let me try another tack. Once our ancestors came down out of the trees – where their brains only had to concentrate on finding food and water and avoiding danger – the two sides of their brains enlarged as they had to start processing multiple types of data all at the same time. The right side became specialized in handling generally defined input, which I refer to as the hi-frax emotional process, and the left side specialized in handling specifically defined input, which I refer to as the lo/frax intellectional process. Either side can be used for taking the initiative, but thousands of years of experience taught us it's faster to just rely on our emotions – which is why we tend to leap before we look.”

He glanced at Talia and grinned as he said “And it's pretty easy to prove that women make better use of the two sides than men do – except that they sometimes try to take too much hi-frax into consideration and allow themselves to have a too-complex reaction. If they're put into a position of leadership they have to discipline themselves to keep their decisions simple enough for men to understand.”

He gave a sigh and continued. “I say both processes are intellectual, because they both occur in the brain. I realize that's confusing because intellectual usually refers to rational thinking – the conscious, cognitive process. However, intellect is the ability to learn and reason, the capacity for knowledge and understanding – and neither of those, strictly speaking, require cognitive thinking – so I say the brain's intellectual capacity includes

both emotional processing and intellectional processing. It's just that one side, the right side, specializes in generalities and the left specializes in specificities. And both can produce either logical or illogical results – but the results are more consistently logical if you're dealing with specifically defined concepts."

"You're saying you need to make certain I understand all these obvious matters before I tackle this project you people have in mind for me?" Bellander asked bemusedly.

"Well, no" Frank replied. "I guess I'm saying I thought you might need to know where I'm coming from – because I came up with the concept that's behind your project.

"It confuses most people that we're calling emotional data processing an intellectual function and at the same time calling intellectional data processing an intellectual function, but the only difference is in the accuracy of definition of the data each mode has to work with – and it'll be useful to recognize that difference when you get into Malcolm's part of your project. As we say – hi-frax is the shorthand of the mind, if you can read it correctly.

"Emotional data tends to be hi-frax – dysdefined, vague, casual data that can be processed at high speed. 'Good enough for government work', as Nik says, and the fact is that that's what politicians usually deal with – but that's not always good enough. Intellectional data tends to be clearly and unmistakably defined, but it does take longer to verify and process. We're impatient about taking the time to verify. It's fascinating to study the interplay of those two processes in the area of musical composition, by the way."

"You can't depend on reaching a logical conclusion with generalities?" Bellander asked. He thought he was seeing a faint smile of self satisfaction on Frank's face and wondered if he should be tolerant of all this philosophizing or exhibit the impatience he was feeling.

"Yes, of course you can" Frank continued. "I guess I didn't make myself clear. In fact, that's exactly what I'm trying to do now. Sorry. The goal of the intellectual process is to arrive at a logical conclusion. And you can do that with generalities if you have a clear general recognition of each element's meaning. What I'm saying is that the brain has an innate sense of what is logical and what is not – and if you give it a bunch of vague meanings to work with, it'll try to string them together in a way that seems to meet its criteria for what is logical and what is not. And when you combine that with the Quest concept – you have what I call the process of egonition. That's the process of building a self-image of yourself and of acting out the things you think are importance indicators which support that image. And the end result can be very, very strange indeed. Logical to the individual – but looney-tunes to everybody else.

"That concept is going to be critical to your understanding of your project, Andy, because the results of egonition are the whirlwinds that whip up the dust when you're trying to see things clearly."

Talia threw up her hands in mock self defense, but Frank just smiled and plunged ahead.

“The problem is that the mind tends to assume it has reached a logical conclusion if its conclusion seems to support its imprinted impindor pattern, Andy. And that’s complicated by the fact we now live in an intensely social world – and the imprinted impindor patterns of our Quest can trip us up – especially if a self-reinforcing bunch of nutcakes gets control of a government. And that happens, all the time.

“On the one hand, the Quest is what stimulated our intellectual development over the ages – and that’s a blessing. On the other hand it causes us to rush ahead without having clearly defined data to think with, which too often causes frustration – so it’s a curse too. The interrelationships of the social world are so complex that we live in a constant state of emotional reaction. Man is – and will always be – an emotional animal, not a cognitive animal. But we’ve got to find ways to add a little more rationality. And it can be done.

“And that’s why you have the conflict between these two charts” he said with a gesture toward the screen.

“The general level of intelligence of our ground-dwelling ancestors probably stayed fairly low – and lo-frax – for at least a couple hundred thousand or a couple million years, then exploded once we discovered numbers and arithmetic and geometry and the other keystones of lo-frax thinking. At that point we had to begin to develop the ability to use hi-frax words – which are like multiple-use acronyms – simply because using generalities eliminates all the time-consuming prep steps. My guess is that the process of evaluating the values of items they wanted to trade with each other is what stimulated lo-frax – you know, the values thing. But in the end all value judgments are hi-frax. If you think of the mind as a muscle, you can imagine how such practice might have improved its capacity to handle bigger and bigger jobs. If a hunter caught an antelope and a gatherer found an apple, it wasn’t logical to swap your food items on a one to one basis. The values thing.

“But the Quest question is always in the background as the intellectual capacity improves, and where it enters the picture is when we began to think philosophical and religious thoughts – and draw conclusions using extremely hi-frax concepts. I call that particular obsession the process of egonition – the effort to identify the self. Which means our brain becomes so preoccupied with trying to discover the reason for its existence that it causes us to use the gift of intelligence inappropriately – while trying to use it appropriately.

“So – I combined the two intellectual abilities with what I judged to be the relative source or intensity of the egonitional influences and put together what I call an Egonition Chart to try to indicate how the various types of orientation relate to each other. I say that ego is our opinion of ourselves, and egonition is the Quest process in action.”

Bellander glanced at Talia quizzically and her eyes narrowed slightly as she smiled and said “Perhaps we can look at that chart another time, Frank. It’s descriptive, Andy, not prescriptive – but it does give a useful perspective on what he’s talking about. The EC

chart is a matrix with intellection on one side and emotion on the other, flanked by self and fles scales. And it really does relate to all the things the rest of our people are going to be saying to you. It helps remind you of all the personality styles and philosophies a governmental system has to accommodate, and the reasons those various factors exist – but those are areas with which I’m certain you’re already familiar.”

Frank smiled at her appreciatively and said “As she said, I place intellection and emotion as definition opposites on one axis, and self and fles as impindor drives on the other axis. I guess that’s self explanatory. But she’s right. It is just indicative, not predictive.”

“Explain egonition again” Bellander asked.

“Egonition is the hi-frax word I coined to suggest the search for personal identity – whether in the imagination or in actions – the processes that build a personality. And what I call impindors – importance indicators – are the root causes of egoistic actions. Egonition is the developmental process proceeding from those drives, the producer of what we call personality. The word may not be definitive – but it does have its uses. For example, if an FOV – you know, a Friend of the Valley – asks our advice on how to handle a problem personality out there somewhere, they can send us a general description of that person’s traits just by picking out points on two charts and giving us weighting numbers to indicate what that personality style sees as most important.

“Everybody will tend to have traits spotted all around the chart, but they’ll usually also have a clump of trait weights in one general area – in one quadrant, or at least in one half. That gives us a clue as to what impindors are apt to give us the most leverage in causing them to change what they do – and whether the sources of those impindor are from their own imaginations or from external sources – and whether they tend to rely on emotion or intellection. It helps us make a distinction between a cunning tyrant and a scientist.

“She’s right – we don’t need to go into this in any detail at the moment. I’m sure that you’ve already been exposed to the subject of personality styles in your psych courses. This is just my version. But if you want to cause a person to change their ways you need to know, at least approximately, what’s causing them to act the way they do in the first place. You especially need to know if they’re tending to rely on hi-frax or lo-frax definitions. That can give you an indicator as to how often they’ll tend to reach actually logical conclusions.”

“There’s sort of a division of opinion about his chart, Andy” Talia said with a smile. “Some of us prefer the chart which has intellection and emotion on the top and bottom, with egonition and negonition as the side labels. Negonition is the word we use to describe the process of choosing negative impindors, and we simply say egonition when we mean the process of attempting to choose positive impindors. He calls one his Egonition Chart and the other his Flare Chart. Aren’t those catchy names?”

Bellander nodded noncommittally and said “Very introspective”.

Frank laughed and said “See? It definitely isn’t self-explanatory, is it?”.

Talia ignored him and replied “The EC chart tries to show the source of the importance indicators, while the FC chart tries to show if they result in positive or negative actions. We don’t care why they’re there – we just want to know if they’re there. If an FOV sends us a chart that shows somebody has intellectional tendencies but a lot of negative – or even positive – importance indicators, we know they’ll probably listen to reason. If they have a stronger grouping – what we call a flare – in the emotional half of the chart we know we may have to shock them into thinking about our proposal. The FC is better for responding quickly to an FOV request – the EC is probably better for Frank’s research efforts. We use the FC to decide how to interact with each individual.”

“Which brings us to the matter of using discipline to cause motivation modification” Frank interceded. “That’s the whole point of doing personality evaluations in the first place. You’ve got a choice of trying to force people to do as you wish – or of getting them to decide to make the change of their own accord. You’ve heard it said, Andy, that power corrupts and absolute power corrupts absolutely. Do you believe that?”

“Yes” he replied.

“Wrong!” Frank answered triumphantly. “You’ve got to change that to say ‘immunity to negative discipline can corrupt, and absolute immunity to negative discipline can corrupt absolutely’. It doesn’t mean corruption will be automatic– think of Christ, Mohammed, Buddha or Confucius for example. But that takes us back to those value charts again.

“Positive discipline – PD is things like love, approval, successful efforts – reinforces the desire to continue to act as your impindors are causing you to act. And PD tends to act over long time frames. Negative discipline – things like punishment, pain, disapproval, unsuccessful efforts – causes you to change your value priorities and act differently. And ND tends to act over short time frames. But there are four corollaries to my theory of negative discipline.” He pressed some buttons and another chart appeared on the screen.

Corollary Rules of Negative Discipline

1. *You do not have to experience ND to learn to avoid it.* (Anticipation of pain or frustration can provide learning. Animals tend to bluff more than fight.)
2. *ND must be enforced or be intended to be enforced or it does not exist.* (An ineffective bluff becomes PD instead.)
3. *The strength of the enforcement must exceed the strength of the drive to continue.* (A slap on the wrist is PD to someone who simply needs/wants/desires attention.)

4. *ND should never be enforced if there is not a reasonable expectation the teaching effect will be achieved.* (If you can't hit the other guy harder than he's going to hit you back, you're enforcing PD. And if you only teach others to resent you, you are placing yourself in danger – probably more than if you did nothing.)

“ND tends to operate in short time frames, and it causes people to decide to change from what they’re doing to doing something else. PD tends to operate over longer time frames, and it tends to cause people to continue to do what they’re doing. And those terms are so all inclusive that they usually need specific examples to make them clear. For example, ND can be anything from a frown to causing death, from being burned by touching a hot stove to a war between nations or being struck by lightning. If you’re an office worker who is fired, the effect is to cause you to not go to that office and continue to do that work. But in your case, Andy, you are being rewarded for not going back to your old office, so we’re trying to effect the change with PD.

“Whether or not you decide to change your motivation is up to you – and will be dictated by your Quest drives. It’s one thing to change your actions, but quite another to change your motivation – which is what influences your willingness to change permanently.

“We take natural ND for granted – such as being burned teaches us to not touch the hot stove, eating spoiled food teaches us not to eat spoiled food, et cetera. In nature you’ve got a choice, either learn to avoid natural ND or suffer from the effects of its enforcement. In a human context, the goal is to avoid or neutralize frustration – whereas PD is anything that may seem gratifying and it motivates us to continue to do what we were doing.

“Beyond that, or perhaps I should say subordinate to that, is the matter of whether you primarily enforce ND or PD on yourself, or whether others do it. Or whether you allow others to do it. That’s where the Quest comes in, because impindor beliefs tend to control what people do or endure and adapt to. And, in contrast to the laws of nature, which we cannot change – we can make people conform to our wishes by causing them to modify their actions, by the way we enforce PD or ND on them. And it’s here that we have to begin to examine the distinction between leadership and the mere ability to enforce power.”

“Just as a sidebar, Andy” Talia said, “we usually define power as the ability to enforce ND – although it is really the ability to enforce both types of discipline. OK?”

Bellander nodded. “That’s as good a definition as I’ve ever heard for it. At least from the negative side of things. It means that if you try to do nice things for people they have the option of accepting or rejecting them, but enforcing ND always means a conflict. Right?”

Both of them nodded, and Bellander added “That’s a useful chart, Frank. We all realize those things are true, but I’ve never seen them as formalized statements. Neatly done.”

“Thanks” Frank replied. “Now we say the difference between the act of teaching and the act of learning is that teaching is imposed and learning is discovered and absorbed. We used to say one was imposed and one was exposed, which may be theoretically correct but isn’t quite clear enough.

“The best teaching method is the heuristic method, where the knowledge is acquired through discovery. But that fourth corollary of negative discipline – we usually just say the 4C or the fourth C – says that if you’re going to try to impose your ideas on somebody else, you’d better be certain you’re going to get their attention, make your point and actually give them a reason to change – because failure will have the same experiential effect as enforcing PD. In other words, failure to change the other person’s willingness to continue what they were doing will reinforce their desire to continue doing it or believing it. ‘A man convinced against his will is of the same opinion still’, et cetera. The fourth C applies whether you’re disciplining children or trying to get a nation to change the way it’s acting toward its own people or toward other nations.

“Now a dictator could kill everybody who disagreed with him and say he was achieving the ultimate teaching effect, but that sort of approach is bound to stir up resentment somewhere, which is a counter motivation I call the reverberation effect. ND always carries the danger of backlash. As you suggested, its enforcement can usually be described as a contest. The fourth C says you’d better be certain you’ll win or you shouldn’t try to enforce ND – or you should try PD. Violating the 4C is the most common cause of unintended consequences – and it’s also how dictators stir up revolutions against themselves.

“To take this a few steps further – for example, we predict that by the time this planet has a population of around 20 billion people, corollary four will have caused the public to make a very significant change in the criminal code. Can you see what it might be?”

“I don’t think so. What?” Bellander replied.

“We see the trend toward anarchy continuing, with people ignoring the law and trying to impose their own versions of ND, because that may be the only way to satisfy their personal needs to feel important – or perhaps even to survive. That’s what will happen unless society is able to provide positive importance indicators to guide the actions of individuals – more than it has been providing up to now – plus enforce ND to weed out the neg impindors whenever that’s necessary. But we’ve been relying on ND for everything simply because it’s quicker. Playing God, in other words. Failure to provide those positive impindors along with negative discipline could result in an enormous increase in the rate of crime. Which means whoever has the power will then face the problem of enforcing death penalties or having to pay to warehouse all the criminals whom they condemn to serving sentences – which would mean the public’s patience, and its pocketbook, might soon become exhausted as far as warehousing was concerned.

“So I think the people of the future will change the law to say ‘You will be considered innocent until proven guilty, but once you are proven guilty you will have two years – or perhaps five years – to prove you are corrigible. If you are then judged incorrigible, you will be put to death – because not even God saves garbage’. And that will be based on economics, not morality – but it will correspond to the fourth corollary, exactly.”

He glanced at Bellander, then went on. “I know that sounds Draconian, Andy, but that’s what I predict. And it isn’t a matter of my personal philosophy. I didn’t create those corollaries. I just observed them. That’s just the way the laws of nature function.”

“And you think that’ll be a deterrent to crime?” Bellander asked.

“I didn’t say that” Frank replied. “Not at first, at least. No, the deterrent will have to come from education. My guess would be that of all the crimes that might have been committed in the near future, perhaps forty percent would not occur at all because of fear of the penalty. The one hundred percent that are committed will have occurred because of Quest drives – immature minds imagining they have power equal to God’s, the power to get away with whatever appeals to their emotional needs of the moment. No, Andy, the public of the future will probably kill those judged as incorrigible as simply the best fulfillment of the fourth C. They just won’t be interested in spending money to educate those who refuse to learn – and death is the only certain way to prevent repetition, which accounts for 70% of today’s crimes. But to achieve deterrence, you must educate – help people acquire positive Quest drives which in turn cause fear and doubt about negativity.

“But force isn’t the only way to enforce ND. If you create an appetite for PD – then withholding it becomes ND. That’s why we don’t think dictators, who usually tend to rely on force, will be the leaders of the future. Force can’t suppress expectations in an information-rich world, and attempts to suppress will result in revolutions. And killing those who disagree with you won’t kill the dreams that drove them. The four corollaries of negative discipline are not that simple, even though they seem simplistic.”

“We disagree slightly with the biblical decree of ‘an eye for an eye and a tooth for a tooth’, Andy” Talia said. “We say it should be ‘an eye for an eye, and no more; a tooth for a tooth, and no more’ – which expresses the command more positively. In other words, we say that a man who steals a loaf of bread to feed his starving family should not be subject to the same ND as a habitual criminal. One is corrigible, one is incorrigible. Judges try to make that distinction during sentencing now, of course, but the corollaries need to be more a part of that construct. We think the short-form expression of that axiom gives the wrong impression. The fourth corollary is not the be-all and end-all for changing motivation.

“That’s not to say we think motivation provides mitigation though. That would seem to give you a license to kill one of your enemies, then repent and live by the non-criminal code the rest of your life. We’re still a little vague in that whole area.

“So society has a responsibility to help each man find a way to bake or buy his bread, not steal it. That’s just realism, not socialism. Responsible people pray ‘Please, God, let me find enough work to stay honest’. If they can’t, the only other options are charity and anarchy, because people will always be motivated to eat. We call that ‘moral economics’.

“I think I’d better give you a couple other insights into Dad’s philosophy too, Andy. He’s the one who first said ‘God doesn’t save garbage’, by the way. He also says ‘I’m willing to help any person who’s having problems through no fault of their own, but I won’t help anybody who could have avoided their problems, and didn’t try’. We’re very generous in our charity, but we’re awfully selective about who gets it.

“Another thing he says often – and the one that delayed us in getting started on your project – is his insistence that ‘I pay no man to tell me what to think, and no man should pay me to tell him what to think’. I know that sounds kind of goofy, given his support of the teaching profession, but he feels strongly about the general philosophy behind it.

“He’ll listen to your point of view, and he may adopt it, but don’t try to intimidate him or give him orders. He wants everybody to make up their own minds. He’s even been a little resistant to letting Mary sell her ideas to the government. He wanted to give them away because he felt selling them would somehow make us associated with political parties and their promises and their fund raising adventures – and the imposition of their thinking. Then Malcolm finally convinced him that both the politicians and the voters were the victims of the governmental system, not just the victims of their own cupidity. Once he accepted that he became very committed to hiring you, or someone like you – one of the other candidates – and telling the public how we think they can improve their system. He can do that without becoming involved in the pay-for-promises political environment.

“Mom’s work down here produced the dictum that ‘definition is everything’, and Dad picked up on it – especially on the acronym DIE. He even began trying to get us to use the motto ‘DIE for logic’ – or something like it – but nothing we came up with meant what he wanted it to mean and as a result we’ve pretty much resisted saying DIE when he’s around. Just remember that ‘definition is everything’ translates as ‘lo-frax’.”

“Power doesn’t require ND” Frank continued. “You obviously know what’s the better technique.”

“Diplomacy?” Bellander answered with a smile.

“Right” Frank replied. “Or semi-right, at least. The word I was thinking of was selling. Diplomacy smacks more of compromise rather than conviction.

“When there’s a choice between using force and using sales techniques, we always prefer sales techniques. There’s a difference between diplomacy, which is often just negotiating, and selling, which is Commcon – or CTC, which is our abbreviation for ‘communication

to convince'. Nik has tried to argue that threats could also be called Commcon, and I suppose he's right, but we've convinced him not to use it that way.

"Incidentally, if you're using Commcon to sell something having to do with negative discipline, remember to express the threat of enforcement in the third person. Remember your AB&D training."

"AB&D says to describe the problem in third person, not the penalty" Bellander said. "But I think of diplomacy and discipline as quite separate functions. To me, diplomacy is selling, while discipline suggests the use of power."

"I understand" Frank said. "And that's a valid distinction. But what I'm actually trying to discuss here is motivation – and how to cause an entire nation to motivate themselves to agree with and adopt your POV. I'm trying to warn you away from thinking about adding more negative discipline to the governmental system. I'm definitely not talking about giving more ND disciplinary power to the government, because government exists to serve society, not the other way around. That's a basic tenet around here. We want you to focus on positive discipline as you develop your concept."

"The problem, as you'll see as we go along, is that power is diffused in a democracy – and so is leadership – which means you have politics substituted for diplomacy, statesmanship and leadership, and no clear picture of either positive or negative discipline."

"The fact is a government should be treated as a child, not allowed to act as a parent. But if the citizens don't know how to be parents where their officials are concerned, their government is going to get the upper hand – as children often do – and tell them how to act. Governments should have a life of their own – but they should always honor those who gave them that life."

"The analogy he used to use" Talia said, "was that government officials should be treated like servants – which they are – but the idea of having servants is sort of a foreign idea to most Americans, so he switched to the parent/child relationship."

"We also make a distinction between communicating to convince, Andy" Frank said, "which is often non-commercial, and selling, which connotes commerciality. Both of those emphasize the positive more than the negative. With positive salesmanship you promise benefits. With negative salesmanship you threaten losses. Just like parents."

"Politicians and preachers and parents are great at dwelling on hi-frax negatives. You know, the 'Do right or your father is going to spank you when he gets home' type of threat. That may get the audience to come to a self-motivating conclusion after considering the potential consequences, but with no resentment toward the messenger. Of course, free advice has no value, so the messengers always ask for money to endorse the value of their words – but that doesn't mean they've stimulated their audiences to reach valid conclusions, or that the guys doing the talking know what should be done either."

“You could take that negative approach with your project, Andy, and the public wouldn’t perceive the difference. But what we really want is for our public to become self-motivated because of belief, not fear. It’s a simple difference – but what we want after that is for our country to provide a learning example, not a teaching example, to the rest of the world. And that big, big picture must – absolutely must – be positive.

“I’m afraid what I’m saying right now must sound pretty disjointed because I decided I should pass over the parts of my regular lecture that you’d already know – and I wish I’d have taken the risk of boring you instead of sounding so disorganized – so let me try to be a little more specific.

“We want you to emphasize choosing objectives, not just solving problems – in other words, to promote the initiative planning sequence Malcolm will be talking to you about. You’ll see what I mean when he discusses initiative planning with you – the long range initiative, not the quick fix reaction. Quick fixes tend to rely on ND and also to produce unintended consequences. You’ll be using Mary’s system to sell the public on the value of using his system. His system is focused on the future – hers is on solving the problems of the moment. The difference is that his system keys on purposes and objectives – causes – while hers keys on effects. Solving problems is usually a short term thing, but achieving national progress requires taking a long-term, goal-oriented approach.”

“Or you can look at objectives as representing linear thinking and problem solving as representing circular thinking” Talia said, “because once you begin to become preoccupied with solving problems – you’re apt to forget your long range goals during the dogfight.”

“As you know” Frank continued, “to run a successful enterprise, whether it’s a company or a country, you need to make measurements of how well you’re doing, then you need to adjust what you’re doing if you can do it even better. Now to do that measuring, you need objectives – measuring points. Solutions to problems just provide stopping points, but achievements of objectives provide new starting points. You’ve gotta have sequence – which is the missing factor in a democratic system. Democratic systems tend to be too ad hoc – but they needn’t be.

“You can stay busy solving problems from now ’til kingdom come – but if the solutions aren’t tied to objectives you’re apt to end up finding you’ve been mostly wasting your time trying to put salve on inconsequential itches. And it isn’t good enough to just assume you’re doing OK, because appearances are often deceiving. You need to tie problem-solving efforts to measurements of a sequence of achievements of specific goals. But you know all that, of course.”

Frank seemed momentarily embarrassed at the realization, then continued enthusiastically.

“But the caveats of those four corollaries of ND still apply, Andy. One, your audience has to be smart enough to be able to anticipate the frustration or pain or displeasure if things

don't work out as planned. And, two and three, they must be convinced that ND will be enforced – whether it's manmade or cosmic in origin – and that it will be enforced strongly enough to make them unhappy unless they take steps to avoid it. And Rule 4 – which is what we often incorrectly call that fourth corollary – says you should never bother trying to enforce negative discipline unless you feel certain the teaching effect will be achieved. The net net is that you can scare them into trying to avoid frustration – but that will only cause them to set short term goals. With salesmanship they'll end up convincing themselves to go along with you to avoid the ND you've implied will occur, but you'll show them that the best way to do that will be by plotting a course in advance – going around the swamp instead of continuing to try to wade through it.”

Frank took a breath, then said “But most of all, we want them to understand that they must stop expecting somebody else to tell them what to think. Do you see?”

Bellander studied Frank's face carefully, wondering how to respond. Finally he said “You can make more sales with compliments than with threats. Yes, that's usually true. And if I put too much emphasis on negatives, I might give the impression I thought they were the ones at fault, which would cause them to feel defensive – and cause us to risk not achieving our goal? This is really pretty basic stuff, isn't it – making all these distinctions between positive and negative discipline?”

”That's right” Frank replied tersely, noticing Bellander's impatience. “In the larger picture you should only use ND to prevent somebody from harming you. And common sense implies that if you do enforce ND, you should do it so that person won't have any residual desire to try to harm you in return. All we're selling here is common sense. It may not look that way right now – but you'll see. So you've got to do a first class selling job – which doesn't antagonize anyone by seeming to blame them for the negative situation our government's in, and your effort must start people on the road to thinking for themselves. You're right, I don't want you to inadvertently make your audience feel defensive. If you talk about negatives, all you'll do is cause them to raise their defensive shields.

“What I'm trying to do is sort my way through the rationales behind getting people to think for themselves on the one hand – and getting them to understand why they have to help make a system change on the other hand – and end up with a more positive system.

“Aside from that, however, what you're really interested in here, Andy, is the fact that the concept of democracy is sort of a psychological aberration. Democracy is an artificial construct. The PDX – the psychodynamic – doesn't fit the rules we've been discussing. In the normal world, about 75% to 80% of the population is conditioned to expect to be told what to think by the other 20% to 25% – and the concept of democracy requires that 100% of the people think and act like leaders. See the problem?”

“You're trying to hint at the solution I'm supposed to be figuring out?” Bellander asked.

Frank frowned and shook his head, then said “Let me give you another example. You’ll sometimes hear people refer to Nik as ‘the Lobo’ – because he won’t hesitate to take a bite out of you if you cross him, and he doesn’t care which end of you he sinks his teeth into. You’ll also notice that everybody is fiercely loyal to him however – and that’s because he’s such a master at using Commcon instead of force. They feel the same way about Delia, of course, who isn’t a biter at all. Both of them are qualified to tell everybody else what to think – but both of them are expert at getting other people to think for themselves. That’s why people love them so. There are many ways to cause people to become positively motivated.

“So the net net of all my psychodynamic preachiness is that when you begin working on your project, I want you to stay aware that threats and punishments aren’t the best ways to motivate what will seem like an intractable organization. I don’t want you to sound like a politician or a preacher. You’ll find you have to mention a lot of problems – but dwelling on problems doesn’t necessarily provide perspective. We must help the public become motivated to focus on objectives – but that must be the result of self-motivation, not governmental commands. And that idea must be sold – it cannot be imposed.

“Immunity to negative discipline is the biggest difference between the military world and the civilian world, Andy – and, because of your background, I don’t want you to make the mistake of somehow trying to impose a pseudo military system on our civilian population. That’s not the way to cause change in either a government or a society.

“There’s obviously a great need for more discipline in government. Because of your State Department background you’re probably frustrated with the fact that bureaucrats have trouble achieving objectives their leaders order them to achieve. And because of your military background, you’d probably be inclined to try to put together a system where everybody had to be more responsive to rules and commands. But I don’t want you to approach even the matter of discipline with a negative mindset. That isn’t necessary. And – in a democracy – it simply wouldn’t work anyway. We want you to be a revolutionary, but your job is to improve the democracy, not tear it apart. And if you want people to become motivated to accept your new governmental system, you can’t force it to happen.

“You’ll just have to use PD, not ND. You’ll have to appeal to their what’s-in-it-for-me needs, wants and desires. We just say N/W/D, by the way, when we mean needs, wants and desires. You’ve got to let them learn for themselves by making them think about what you’re saying and by getting them to imagine the plans, the starts, the sequences and the results measurements for themselves. They won’t really own the ideas until they’ve gone through that process. The most successful teachers aren’t really didactic, in our sense of the word. They rely on exposure and involvement and discovery. They don’t impose. They are heuristic facilitators, not dispensing machines or dictators.

“By the way, you know why a democracy is superior to a dictatorship – but let me remind you again. Remember how, back in your Air Force days, they gave you that NASA

training exercise where your space craft had to make an emergency landing on the moon, 200 miles from your base camp?”

“And they gave us a list of 20 items like a .45 pistol and a life raft, and had us rank them in order of their survival importance?” Bellander asked.

Frank nodded. “Remember the purpose of the exercise?” he asked.

“Sure. It demonstrated the value of putting our heads together. Everybody made up his own ranking list, solo, and then we figured the average of our individual scores. Then we did it as a group, and the group’s score was higher than the average of the singles. But that always left me wondering how a strategist could take advantage of the minds that got the above-average single scores – and what value that exercise had to us pilots of one-man planes.”

Talia giggled and poked him in the ribs.

“Well” Frank answered, “in a democracy – the way we have our system set up – you can’t. And it probably didn’t.”

“Aren’t we supposed to elect the above-average minds to be president and members of Congress and judges?” Bellander asked. “Isn’t that where we try to put the best decision makers?”

Frank just smiled.

“OK” Bellander replied. “So our system usually makes us elect the best talkers – and they may or may not be good decision makers. I’m supposed to correct that?”

Frank glanced at Talia, then said “Yes. And no. You don’t have to change that part of the system so much as you have improve the results it’s achieving.

“Which brings us to the matter of leadership. From time immemorial the optimum size of the human hunting pack has been ten – perhaps because the group could keep track of its members by counting on its fingers. And a group can usually function more effectively if one of them, a leader, is giving orders. It’s not like a democracy, where everybody insists on doing their own thing. Right?” He grinned and continued.

“So that leaves us with the problem you just mentioned. Do you choose the leader based on strength, or because of a dominating voice or personality, or because of political cunning, or because of decision making ability? If, in your NASA exercise, 25% were above average and 25% were below average as decision makers – any of the middle 50% would have given you average decision making potential. And if you were voting for a leader, the odds would be against voting one of the best decision makers into leadership – because you wouldn’t know who they were – and the odds are your vote would be

influenced by some factor unrelated to decision-making potential. You'd tend to elect the dominators – but all you'd know in advance was that dominators tend to be action-oriented, and that won't tell you the quality of their decision making until the activity is over – and that's not the best time to decide whether their decisions are good or bad.

“Dominators tend to shoot from the hip – which is also the mark of the responsionalist thinker. They think they're fact-driven, but they're really emotionally driven.

“All of which suggests that you could improve the odds of achieving group effectiveness if the groups made the decisions and you didn't bother putting anybody in charge. That's obviously shortsighted because the size of the groups quickly becomes unwieldy, but the old idea of what we call the OSL – the One Strong Leader syndrome – simply has the odds stacked against it in terms of being able to expect that the leader or the leadership group will be wise as well as strong. Wisdom and strength seldom go hand in hand. Common and wisdom do tend more closely to go together – although it's only a marginal improvement.

“So when you choose a leader for a democratic system you need to find a way to neutralize the leader's ego – set up some sort of disciplinary structure to prevent the leader from trying to act like a dictator – because the history of dictatorships also shows that people who seize power are not always the best decision makers. Nevertheless, when you do choose a leader, he/she has to have the power to give some commands or they can't provide any leadership at all. Even if the leader's job is merely to act as facilitator.

“But you can get around those problems. Believe me. I don't want to seem mysterious – but I'm not supposed to tell you how it can be done. At least not right now.” He smiled.

“You've heard it said that you can delegate authority and you can delegate responsibility, but you can't delegate power?” Frank asked.

“Yes” Bellander replied, half expecting to be told he had it wrong.

“Right” Frank agreed. “Power and trust must be earned. And that's where the conundrum over discipline really gets confusing. In a democracy, the citizens – that is to say the voters – are supposed to be the ones in power. But power is like strength. If you don't exercise it, you lose it. Now the only way to get that exercise is to plan and work at something – such as striving to achieve objectives. In peacetime, the voters seldom agree on any stated national objectives, so they forfeit their power and leave the matters of setting objectives and taking the initiative to their elected officials. And in wartime we throw the idea of democracy out the window and rely on the OSL concept almost totally.

“Now stick with me, Andy. The reason we do that in wartime – and are correct to do it in wartime – is because negative discipline is involved. Remember that I said PD tends to operate in long time frames and ND in short time frames? ND relates most closely to the fight-or-flee decisions that govern survival. When your very survival is at stake, it's better

to take action – even wrong action – than just wait to die. So even a democracy needs to revert to the OSL mode in times of emergency. You simply don't have time to try to improve your odds by using the management-by-consensus mode. It's too slow.

“So the reason Talia brought you to me first was to re-expose you to a review of what you already know about psychology and motivation, and to alert you to the fact that what we want you to figure out about your project is very simple – and very positive. Yet it only has to do with the way our democracy functions in peacetime. You'll see.”

“In fact, Andy” Talia said, “his concept has the kind of elegant simplicity that every great idea has. It's disarmingly simple, and once you've figured it out you'll wonder why nobody had been talking about it in the first place. And the reason nobody apparently has, is that it is just too basic. We live in a hi-frax world, and we keep adding refinements to things we haven't really thought about in depth when what we need to be doing is going back to absolutely basic perspectives to start our thought sequences.”

Bellander laughed. “And I'll bet I just heard another an acronym. Something to do with ‘going-back-to-basics’. Am I right? What is it? Do you say GBTB to mean ‘going back to basic’?”

The three of them laughed together. “The fact is, yes we do” Frank said sheepishly. “What we actually say is GBB, but that's what it means.”

“OK, Andy” Talia said, “you've been a patient student and you're doing a good job of absorbing our jargon, so as a reward I think it's time for you to GBB for some R&R on the golf course. OK, Frank? Has he had enough for the moment?”

“Absolutely!” Frank replied with a big grin. “I think we covered my introductory stuff much more easily than I was afraid we might. To tell you the truth I was nervous, and I never get nervous about giving a talk. Maybe I'm getting better at it. And I usually need most of a day just to answer all the questions I cause, Andy, but you seemed to understand me right away. On the other hand, I suppose I wasn't telling you anything you hadn't already thought of. I guess maybe that confirms that our evaluation of you was completely correct.” He looked at Talia and asked “Was it me or was it him?”

“Oh, you're both geniuses” she giggled. “You're so smart! I'm very impressed! On the other hand, I have the feeling he has been diplomatically tolerant about this morning's session and probably wouldn't give us ten cents for everything we've said.”

She stood up and said “Come on, Andy. This has been a morning well spent – although you probably won't agree until a month or two from now. Let's get a bite to eat and reward ourselves with a game of golf. Or do you have questions you want to ask?”

Bellander smiled and rose from his chair. “I do have some questions, and once I've figured out what they are I'll come back and ask them. I must say I don't yet have a clue

as to what this project is all about, but I sure feel better about it. Nik sort of had me thinking I might have to try to overthrow the government.” He shook hands with Frank.

“Oh no, it’s nothing like that” Frank said. “It’s...”

Talia slapped Frank’s wrist and said “Turn his hand loose and let the poor man go, Frank. We all agreed we’d use the heuristic process to let him figure it out, and you know very well you’re going to spill the beans if I don’t get him out of here. You’re as bad as Dad – once you get talking, you can’t stop.” Frank smiled and shrugged.

The two of them went to the Level 4 cafeteria for a quick lunch, and Bellander wasn’t prepared for the star treatment he received. Everybody seemed to recognize him, and their big smiles made it clear they’d all like to approach him and start a conversation, but they all carefully kept their distances. He found himself constantly smiling at strangers and torn between wanting to act reserved and wanting to stop and chat with each person there. He felt like he was at a class reunion – without ever having attended a class.

Talia was amused at his discomfort. “We’re a big organization but we all know each other, Andy. Even in an organization this big, we’re constantly finding ways to get acquainted. For example, any person, regardless of their badge number, is authorized to attend any lyceum meeting that interests them. The only requirement is that they don’t fall behind in their assigned work. We have some pretty intense discussions in those meetings. We ask a lot of questions, and we listen carefully. So when we all vote on whether people should be advanced in grade, we pretty much know who we’re voting for in every part of the company and what level of CCC they’ve reached.”

“CCC?” he asked.

“Capability, competency and contribution” she answered. “You’re supposed to establish capability when you hire. The ballot shows the competency rating their peers have voted for them. That’s fairly objective too. The contribution evaluation is subjective. It may even just indicate potential. But if you get the votes, you’ve earned a change in grade.

“This system is so much better than the quarterly and annual review thing I used to go through in those outside companies! That was so gross. The managers just used it to find fault with you so they could display their power or so they wouldn’t have to give people a raise. Such stone age psychology! If you want somebody to learn and improve, you point out errors as they are made, and you don’t do it negatively! And you should never try to correct it several months later!”

“I take it you don’t like reviews” he said.

“Grrrrrr!” she replied. “And speaking of CCC ratings, you don’t play enough golf to have a current handicap rating. I don’t know if I believe that 22 handicap number.”

“Well” he said with a grin, “the only way to find out is to find out” and they went to the pro shop.

The golf pro came forward immediately to shake hands. “We have several styles of shoes in your size, Mr. Bellander” he said, “and I think you’ll probably like these clubs better than the old ones you’ve been playing.” He gestured toward a riding cart which was already loaded with their bags.

Bellander inspected the clubs with approval, and Talia said “We’re on the tee. Do you want to hit or to warm up first?” He managed to hit an adequate tee shot, and was surprised when she hit from the same teeing ground. Her shot went nearly 50 yards past his, and she raised an eyebrow impishly as they went to the cart.

“This course, the Examiner course, was one of Dad’s dreams” she said as they drove along. “I think you’ll enjoy it. He worked closely with the designer when they built this one. He left him alone on the Rainbow course, and on the Mid-Continent course across the road – and they’re all good – but I like this course the best. Rainbow is too easy and I think Mid-Continent is too demanding.”

“You own Mid-Continent too?” he asked.

“Oh, yes” Talia replied. “Mary’s people hold lots of symposiums over there, totally separate from what we offer on this side of the road. Typically, a group will bring in its own speakers. Her people may or may not prepare their speeches for them, because most of them want to do that themselves. But they establish a theme for their meeting, and then Malcolm’s people do an IPS on it, and then Mary’s people convert that into a Commcon format to support a discovery process and conduct all sorts of breakout meetings to help open minds as to why the symposium was sponsored in the first place. The breakout sessions make extensive use of groupware electronics. What we provide sometimes even opens the eyes of the people who set the theme in the first place. It’s exciting.”

She paused for a moment, gazed at the golf course and said “Andy, Mom and I would appreciate it if you would talk Dad into playing a little more often. He’ll probably listen to you. Mom didn’t retire so much as she burned out from the stress of running LVU. She tried to do too much. Mary and I try to find ways to keep her active. And now all of us are concerned about him pushing himself too hard, trying to run the topside operation and getting more and more involved in what we’re doing downstairs too. It’s a problem.”

“Does your mother play golf?” he asked.

“She can” Talia answered. “And she plays a good game. But it doesn’t really interest her. The rest of us use it to get away from the phones and find some thinking time. She’d rather spend her time talking to people, either on the phone or in person or via E-mail or the bulletin board or her own Website. She still spends a lot of time at the keyboard,

because she's an inveterate memo writer and letter writer. That's her thing. And, between them, it seems like they know a million people who want to talk to them."

"I'll be glad to work on it" Bellander said thoughtfully. "By the way, I expected to hear Frank say IPS when he referred to Malcolm's initiative planning sequence. Did I anticipate that correctly?"

"IPS does mean initiative planning sequence" she replied. "And yes, that's Malcolm's area. We'll get to him tomorrow. You're away. Watch out for the water on the left."

Bellander eyed her thoughtfully for a moment, then said "And all this is necessary for me to understand how you want to put together a new system of government?"

"We think it is" she replied. "And the golf course is where you and I can break away and talk about those ideas and let them incubate as the others bore you to death or rush you along. You'll see. But your job is to improve the system more than it is to change it."

It quickly became apparent that Bellander's game was no match for hers, and they began to spend more and more time talking as they rode. "Did your mother begin to have health problems?" he asked.

"A few" Talia replied. "Nothing major. But we could all see that she was beginning to age more quickly than before, so we pretended to talk her into retiring so she could pay more attention to Dad. At least that was the story line. She saw through it of course. And so did he. You simply can't keep anything from either of them. They're so observant!"

"Ties in with their impindors" he said with a smile.

"Yes" she grinned.

"So did you guys use your vaunted Commcon technique on her when you made the sale? And she didn't buy it?"

"We tried to. We plotted and we plotted. And she saw through it all. But she agreed with the ploy about looking after Dad. It was obvious he needed attention too."

Her eyes misted. "Now she really doesn't have enough to do. It's like a big beautiful engine, idling. Eventually the idling will kill it if you don't let it rev up once in awhile. Frank is worried that that might make her a candidate for cancer. You know..."

"Yes, I know" he said. "At least I've read that significant changes in stress levels, and changes in the kind of stress, seem to affect the immune system."

“That’s right” she replied. “It ties in with Frank’s concept of deep seated impindors and the way they seem to affect the health of the whole body.” She sighed, and then her mood brightened.

“Look, Andy” she said, “this little par three is one of the holes Dad designed by himself. We call it the Ramparts. See how the front and right sides of the green are walls made of big old construction timbers, placed like stairs? With a grass swale between the tee and the green? If you hit short your ball will bounce back toward you, and if you slice and land along the right side, your ball will bounce away big time! He could have just filled the swale with water at the front and side of the green, but his idea was to give you a chance to hit a super recovery shot and still make par. With water you’d just have a lost ball penalty, like any other water hazard.”

She hit the green. Bellander hit short and his ball bounced back 30 yards. She made par and he made a six, and she giggled.

His game became even more of a struggle after that, and when they came to the last hole she seemed concerned that his first experience with the course was becoming too frustrating.

“Take care with this one, Andy” she said. “This is the other one Dad designed all by himself. He wanted the finishing hole to be special, and it has turned out to be the signature hole of the course. This is the one people talk about most. Basically, it’s just a par five. You can just hit to the left over there, then turn right sixty degrees and hit past the marsh, then sixty degrees right again, to the green.

“Or, if you feel a little daring, you can angle across the lake to that little spot of fairway built into the edge of the marsh. It’s about a 185 yard carry, the same as a good par three, except that it’s do or die. If you land short you’ve got no drop area this side of the tee, and if you overshoot the short grass, you’ve got to waste a shot just to get back in position to hit again. But if you hit that little spot of fairway, and stay on it, you’ve got a long second shot to the green. A good chance for an eagle or a birdie for a strong hitter.

“Or – if you’re really macho and have nerves of steel – you can turn about 80 degrees to the right here on the tee and hit a driver down that broadsword-shaped peninsula that juts out into the lake, straight at the pin. That’s what gives this hole its name – The Sword, as in ‘live by the sword, die by the sword’. And if you’re lucky enough to keep it on land, and you end up with a place to stand, you’re left with a relatively short iron second shot to a par five hole. But that fairway is only 17 yards wide out at the tip. I recommend the first route – the safe route.”

They both played safe, and they both made par. As they left the green, Bellander turned to admire the layout. “They gave this one a good name too” he remarked.

“Well, the official name is the Sword – as in live by the sword, die by the sword – but the guys call it the Boudoir” she answered.

“The Boudoir?” he asked. “Why that?”

“Well, they say it’s a place where you can think you’re having fun – but if you don’t know what you’re doing you can get into a lot of trouble, real fast. And then you have to live with the results. It’s not like you could just go away and forget about it.” Her eyes were twinkling.

“Earthy” he said as he grinned back. “Especially since boudoir also means a room where you can go to sulk or pout. Well, I certainly like his golf course. Especially his two signature holes. They’re unusual, but they’re very good golf holes.”

He looked at his watch and said, “Are we still on for dinner with your folks this evening?”

“Are we ever!” she replied. “You’d have to have a certificate from a doctor to not show up. It’s beautiful weather, and Dad is going to do his famous backyard cookout routine.”

“Is that something special?” he asked, glancing at her.

“Not really” she replied. “He burns some steaks and smears his special sauce on them, and Inez does everything else.”

“Inez?” he asked.

“Inez runs the house for them” she replied. “She’ll let Mom help her in the kitchen, but this is the only way she’ll let him fool with her food. She’s a dietary expert in addition to being one of the world’s greatest cooks, and she’s one person who won’t take orders from him. You’ll love her. Why don’t you meet me at my office around a quarter to seven?”

He nodded and tried to give her a little kiss on the cheek, but she was gone. He went back to the pro shop and insisted on purchasing the equipment he had used, then he sauntered back to Tower I, admiring the buildings and the landscaping in general, and eyeing the wide variety of visitors circulating among the buildings and the boutique shops on the mall. It was difficult to realize that four entire levels of LVU lay beneath them.

Angie Johnson was again the security guard at his building, and she welcomed him instantly. His suite was equally as inviting as it had been before, and he found himself having trouble remembering details about his apartment in Washington. He made a mental note that he should take a moment to bring himself back to reality, because he had only been here one day and already he was forgetting his past. He wondered if he should be concerned, but a shower and a quick nap put it out of his mind.

Delia

Talia was recording a voice mail message as he arrived. Her voice seemed friendly, cheerful and authoritative, all at once. He wandered around the office inspecting the various kinds of equipment, and noted that his powers of observation were returning and that his sense of intimidation was lessening.

She smiled as she watched him, and said "It's like being in a cockpit, isn't it? You don't need to know how the gadgets work – just what they can do for you. Of course, if you'd been in submarine service you'd probably feel like you needed to know enough about how they worked so you could repair any of them during an emergency."

"Is that some kind of dig at us wild blue yonder types" he asked with a grin. "I admit I never carried pliers in the cockpit, but when you're moving at eighty zillion miles an hour you don't have time for stuff like that. Want to make something of it?"

"Heavens, no" she smiled. "It was just a comment. As a matter of fact, it was a flashback to a discussion the group had when we first started evaluating you, and the speed – or rather the time factor – with which you might assimilate our ideas came up. The question was whether your background might make you tend to just hit the high points and skip over some of the BBs we feel are so important. We knew we'd be throwing tons of what seem like unconnected ideas at you – but we decided you had the right background."

"Besides, your group has such handsome uniforms. On the other hand the submarine guys do operate downstairs, like we do, so perhaps we do feel a kinship with them. And they have such good reputations for being mature and having such stable personalities. I was talking to Mom a moment ago, assuring her that not all pilots have enlarged egos. Or at least that some of them keep theirs under control."

"I'm beginning to suspect that Nik is a pilot too" he said.

"No, he isn't. But I am" she replied. "In her mind that means a tendency toward independence, recklessness and aggressiveness. But I've reassured her we're both OK. Shall we go?"

She led him through a Level 1 doorway marked "Tunnel". He noticed an emergency phone on the tunnel side of the door. The passageway was quite wide, and three electric golf carts were tethered to recharging lines in a turnaround area. They took one and as they pulled away Talia said "This tunnel happens to run under the dividing line between the Examiner and Rainbow courses, so we made it large enough to also serve as a storm shelter for the public in case there's bad weather topside. The walls have flipdown seats built into them. Our local storms sometimes have large hail, and tornadoes are pretty common too."

He guessed they drove at least three-fourths of a kilometer before they reached the turnaround area at the other end. Talia used her ID card to open a door marked 'Private'. They took a semi-enclosed elevator from their floor to a landing about four meters above them. At the landing a door opened into a large, gracious living room. He noted that the other side of the door blended almost unnoticeably into the wall. Talia smiled and said "I'll give you a tour later", and beckoned him to follow.

They entered the kitchen, and a matronly woman came rushing to hug him.

"Como 'sta, Inez?" Talia said with a laugh.

"Buenos noches, Señor Bellander!" Inez said enthusiastically. "Tanto gusto, Señor. Mucho tanto gusto!"

"Tengo mucho gusto en conocerle, Señora" he answered.

Talia glanced at him and said "Does he have an accent, Inez? I can't tell."

Inez shrugged and gave him a warm smile. "What I want to know" she said, "is does he like the candy tamal for dessert?"

"Si" Bellander answered.

Inez gave a mock serious frown and said "I hope you understand that Mr. Nik is making the barbecue and the ice cream" as if a great calamity might be imminent. Bellander smiled and winked at her, and she seemed quite pleased at her little joke.

He followed Talia onto a patio and then onto the lawn, where they were immediately confronted by a large, handsome dog who rushed to meet them.

"Sasha!" said a commanding, melodic voice, and he looked up to see Delia O'Brien approaching. Her voice had a dramatic effect on the dog, who instantly curbed his enthusiasm but still managed to let Talia rub his ears, then stepped over to face Bellander almost as if he was the official host of the evening. Bellander chuckled and squatted down to shake the dog's paw. Sasha offered his paw, but turned his head and curled his lip as if he was being patronized. Bellander laughed and gave him a roughhouse hug, and they became buddies immediately.

He turned his attention to the approaching figure, and it occurred to him she seemed to walking in rhythm to unheard music. There was still a magic about her, and her presence caused the same impact her appearance had caused on the screen. He had the irreverent feeling she looked like a mother superior in slacks as he rose and self-consciously wiped his hands on his slacks. Sasha moved to one side as she arrived, and she patted his head.

“That’s all right” she said as she extended her hand. “I gave him his bath just an hour ago.” She gave him a lovely smile and said “So how are you, Andrew Bellander? Your name has been on everyone’s tongues for weeks. Have my co-conspirators been making you feel comfortable?” She and Talia exchanged warm smiles.

Bellander was accustomed to meeting well known personalities, and to forming an opinion of them quickly. He decided he was right. She was indeed a very beautiful, very well adjusted, very self-confident – perhaps slightly aggressive – mother superior in slacks.

“Comfortable?” he asked. “It’s hard to tell. I know I’ve been overwhelmed. I’ve been fired. I’ve been hired, at the most ridiculous salary I could possibly imagine. I’ve met an endless procession of outrageously intelligent and accomplished people. I’ve been told I am facing the most important mission of my life – but I have to figure it out for myself. I’ve been lodged in the nicest quarters I’ve ever seen – and I’ve stayed in some palatial villas. I’ve been assigned the prettiest teacher any school boy ever dreamed of – who, incidentally, has humiliated me on the golf course. All in all, I’d have to say so far it’s been the darndest experience of all time. But yes – they’re making me feel comfortable.”

“Just wait ’til tomorrow” Talia said.

“Ah, yes” said Delia, “and you still have to get past Nik’s steaks.” She put her arm through his and said “Would you like something to drink? A glass of wine. Or iced tea?” Her voice was enchanting. He had never heard a conversational voice so perfectly trained. The emphasis on each syllable was subtly distinct, and each sound was perfect. Her personality was even a little more outgoing than he’d have guessed it would be.

“Tea” he said, as she steered him toward a table. Nik came forward to shake hands and offer welcome, and Bellander was again struck by the richness of his voice as well. The thing that impressed him most, however, was the way Nik and Delia’s eyes kept seeking each other with brief glances. Their minds seemed to be perfectly tuned to each other.

Talia glowed with pride as they joked and teased and traded serious comments. Inez joined them with her special additions to the table, Nik served his steaks, and Bellander enjoyed the meal more than any he could remember.

They relaxed in lawn chairs after the meal, and the conversation was stimulating. They shared stories about amusing incidents with famous people, and about eccentricities they had encountered. Inez was especially funny. She genuinely liked people, and she had less reserve about discussing their flaws. It seemed she had traveled the world with Nik and Delia, and had made it her job to collect recipes for the Lexus Valley restaurants. Every recipe was associated with a personality in her mind, often a famous person’s favorite food, and she had a story to tell about each person.

Bellander felt very much at home, and the view of the starry sky here on these slightly hilly plains brought back memories he had almost forgotten. The carefully placed yard lights

were almost unnoticeable, and memories of nights on far deserts came back to his mind. He had forgotten how lovely the night sky could be.

Delia noticed his gaze and asked “Are you an astronomy buff too, Andy?”

He laughed. “Only what I remember from the Boy Scouts. But not as a pilot.”

Talia said “The sky is so enormous, but it can seem so familiar. The distances seem so near, yet so far. Don’t you think so?” He noticed a slight hesitancy in her voice.

“The Milky Way is very beautiful. It’s hard to realize how big it is” he replied.

“You do know the constellations?” she asked. “There’s Ursa Major with the Big Dipper, and the Little Dipper, and of course, the North Star.” She turned toward him slightly, and then looked intently at the sky. “And ’way off there to the south is Canis Major. See? With Sirius – the most beautiful star in the whole sky.”

Her voice had a distant quality now, and he tried to see her face in the dim light. Then she turned back to him and her voice regained its normal richness.

“Sirius is called the Dog Star” she said, “and we tell Sasha that’s his star.” The dog slapped his tail against the ground as his name was mentioned.

Bellander’s diplomatic sensitivity was telling him there was something special about this conversation, but he couldn’t decide just what it might be. He tried to think of something to say, and then Delia broke the spell by rising and going to the table.

She returned with a small piece of meat and said “We’ve made you wait long enough for this, Sasha.” The dog had been interested in the food all evening, and he was on his feet instantly, ready to receive the morsel.

“Now mind your manners” she said with a stern note in her lovely voice. “Remember what I’ve told you – it is better to give than to receive – but it is ever so much more difficult to receive graciously.” Sasha’s tail began to wag slowly as he made an obvious effort to contain his enthusiasm. When she gave him the treat he accepted it slowly, then swallowed it quickly.

What a marvelous thing it must have been to have this woman for a mother, Bellander mused. He had rarely been in a situation where people were in such harmony with each other as this family was, and he wondered if his own tentative sense of belonging was real or imagined.

Talia accompanied him back to the LVU turnaround when he they left, and they both seemed to feel comfortable yet formal toward each other. She connected their cart to a

power line and said “I want to talk to some people here. You can find your way back OK, can’t you?” He nodded, and used his card to open the door into LVU.

“My office at 8:00?” she asked. “I think we should talk to Malcolm next, if that’s all right with you.” He nodded, and hesitated a moment to see if she had more to say, but she pretended to try to be helpful and pointed down the hallway. “That’s the route. Once you get started you can’t miss.” He stared at her appreciatively a moment, then walked away.

He was a little surprised to find how many people were working in LVU, then he realized they were in contact with people in different time zones around the globe. He acknowledged the many nods and waves and made his way to Tower I. Angie waved to him but didn’t rise from her office chair.

As he entered his suite he suddenly became aware that the mood it created was similar to the mood he’d felt in the Lexus home. It was almost as if he was living in a wing of the main house which had been moved here.

Part of him was relaxed, but part of his mind still seemed to be on guard. He reviewed the day, and was pleased to find his powers of recall had returned. He had a little trouble remembering all the subjects Frank had discussed, but felt confident in his understanding all the same. He was certain it would just be a matter of remembering new labels for old ideas he’d never quite put names to. ‘Definitely two days I’ll never forget’ he told himself, then immediately amended the idea to leave the future open too.

The question of his project still nagged at the back of his mind, however. He’d tried to bring it up twice during the evening, and the others had expressed great interest but had offered no help at all. His mind simply went blank each time he tried to think about it. He felt as if he had everything backwards – on the one hand he found himself fitting right in with the people he thought he’d be strongly suspicious about, and on the other hand he hadn’t an inkling about how to dive into his intriguing assignment. What was real seemed unreal, and what should have been unreal seemed real. It was a strange feeling.

One particular thing about the evening puzzled him as he dropped off to sleep. At one point Sasha had approached the table and sniffed the food as if he might try to steal a snack, and Bellander had said “Sasha!” rather sternly – but the dog had only looked at him and wagged his tail.

By accident he had glanced at Delia, and saw her eyes boring a command into Talia’s. Talia had said “Sasha!” just as strongly as he had, and the dog had lost interest in the food and wandered away. He had made a mental note not to discipline their pet again, but there had seemed to be more to Delia’s look than he had understood. He couldn’t forget the intensity of that glance, or Talia’s quick response. He wondered about it.

BICO

Bellander arrived at her office at 8:00 sharp. “Didn’t see you in the cafeteria” he said. “I thought you might have breakfast down there.”

“I did” she replied. “But when you weren’t there by 7:00 I gave up waiting for you. Is everything OK in your world?”

He grinned. “Everything’s OK by me” he said. “Listen, I’m sorry you’re having to work overtime since I showed up. Is there some way around it? How long will this keep up?”

“Just another day or two” she replied. “It’s no trouble. Just odds and ends of things.”

“Well, I’ll be in the cafeteria at 6:30 tomorrow morning” he said.

“There’s no need for that” she said. “You need to get your sleep. I want you to stay sharp. This information overload thing is going to keep increasing, and we know most of it is going to seem so academic that it’ll try your patience. Tired minds get frustrated more easily, and I don’t want that to happen.”

“I don’t mind” he said. “I’m an early riser anyway – and I suddenly realized this morning what a security blanket you’d become to me. I sat by myself in the cafeteria, and I felt like a fool. People were nodding to me, and I didn’t know whether to act friendly or standoffish. Chang finally showed up, and I pretended I had been waiting for him, but I sure felt lonely in the crowd until he got there.

“By the way” he continued, “I want to ask you something.”

“Shoot” she replied.

“Last night” he said. “I told Sasha to get away from the table, and your mother gave you a very stern look. I must have missed some nuance about this discipline thing, but I sure wasn’t trying to intrude on her power structure. What was going on?”

Talia laughed. “Don’t go paranoid on me. What happened was that you didn’t speak from the diaphragm when you said his name. Remember your voice-of-command training when the government was telling you how to sound like an officer? You’ve got to practice projecting that same voice every time you speak from now on.

“For one thing, in a rather short while you’re going to be giving a speech that will be broadcast around the world. Mary and Larrey have called in every favor we ever had, everywhere, to get you on every network we know of. We’re tapped out. There is no way we’ll ever get a second chance. But we know you can handle that part of it OK.

That wasn't what mom was concerned about. Remember I said that we add a little bit of extra oxygen to the air down here?"

He nodded.

"That's the real problem" she continued. "It can tend to make your breathing habits a little bit lazy. You could start to lose the timbre in your voice – begin to sound too casual. Sasha didn't think you were serious because you didn't project your voice from the diaphragm. Mom was simply reminding me to look after your physical discipline as well as your mental discipline – to make sure I conditioned you to use that voice of command. We can't overlook any trick in helping you get prepared. That also means you're going to be spending at least half an hour to an hour in the Tower I exercise room at least every other day or two."

He took a deep breath. "Thanks" he said, "I'll watch it."

She finished what she was doing and said "Ready to go?"

"I'm ready" he said. "I've been wondering if we shouldn't start with Mary, though? If this whole thing will end up with me giving a Commcon speech, maybe I should be reviewing the AB&D stuff first. You know – build up my confidence by starting out with something I already understand."

"No" she replied. "You already have a good feel for that. I want you to become familiar with Malcolm's IPS and BICO concepts first. BICO means 'Best Informed Composite Opinion', which is actually the core concept of democracy. Anyway, Mary feels very confident about you and he's expecting us."

As they walked he observed how busy everyone seemed to be, yet he noted the frequent smiles and bursts of laughter. "I'm impressed by everybody's attitudes" he said. "It looks as if there's a very efficient system at work, but nobody seems to be under pressure."

"What you're seeing is a super efficient system" she replied, "if you compare it to the outside world. But it constantly evolves according to our needs – and our needs seem to change constantly. It has always been like this. When I was growing up I was much more involved in the actual day to day workings – you know, working in one department and then another – and it was interesting to see how new procedures came into being, almost by magic. I couldn't figure out what was causing them though, so I asked one of the guru-type guys.

"He laughed at me and said 'That isn't so hard to figure. Just play detective and look for whoever has the motive, the opportunity and the means – and remember the acronym.' It took me a moment to figure out that the acronym spelled Mom, and he got quite a kick out of his little joke. She was demonstrating initiative by stimulating initiative, getting people to make the improvements on their own. That habit pattern is part of the culture

now, and it sure does feel good to be in charge of Administration and not have to worry about whether I should be making changes here and there. I inherited a system that pretty well runs itself.” Her eyes were serious, but her face glowed with pride.

Then she stopped and looked at him very directly and said “I think that’s the way the government should work too, don’t you?”.

He nodded thoughtfully and said “That would be nice. Very nice. Are you saying I’m supposed to make that happen? In a bureaucratic hierarchy?”.

She laughed and said “You will be the start of it – you’ll plant the N/W/D – but I’m afraid you and I may be gone a long, long time before the public finally convinces the politicians that’s the way it really should be.” She shrugged and walked on.

They finally came to Malcolm’s Planning/Strategy/IPS office at the opposite end of Level 1, and as they shook hands Bellander commented that Malcolm’s necktie complemented his Blue 4 badge. Malcolm smiled. “Actually, I hadn’t noticed. My wife chooses what I’m going to wear” he said. “You’re very observant, Andy.”

He ushered them directly into the lyceum adjoining his office and served them coffee, then smiled at Talia and asked “Has he figured any of it out yet?”

“I don’t think he has a clue” she said, “ but he may be more close lipped than I give him credit for. What do you say to that, Andrew?”

“I haven’t a clue” he admitted. “Your methods are so different from what I’m used to – I’m used to being given a mission statement and all the facts, and then working out a plan of action – that I’m lost so far. I don’t seem to be very good at your game.”

“I can understand how you feel, Andy” Malcolm said. “Actually, we usually operate much the same way you do, and it’s tough for me to not just give you the facts and dive into it with you. But I can see the value in making sure you go back to basics before we get specific.

“For example, to start, has everyone been pointing out the basic difference between my department and Mary’s Commcon department?”

Bellander looked at him for a moment and said “Several have”.

Malcolm grinned and said, “Well, perhaps I’d better risk annoying you by repeating it anyway. Basically, we’re both service departments. Her assignments are in sales and implementation and mine are in analysis and strategy. Our departments were primarily created to serve the FOV network, but in the last decade or so we’ve evolved into a consulting company with commercial customers too. In that configuration we operate as

Astor Consulting, Inc. – and our sales volume is significant. The FOVs have first call on our services, however.

“For example, an FOV over on the other side of the globe might send us a request for a suggestion on how to improve the economy of a certain village. Or town, or city, or region. And that request would come in to what we call our operations center – which is a sort of combination of a trauma center, news bureau and data warehouse – where it would be massively cross referenced and would then appear on the restricted bulletin board. We call that bulletin board the BBB, by the way – the background bulletin board – in contrast to our open bulletin board. Are you familiar with electronic bulletin boards?”

“I seldom use them” Bellander replied. “I use a laptop computer with a fax/modem, but just for scheduling and non-secure faxes and E-mail. I have the staff do a considerable amount of research in our files, but I’ve always avoided the encryption stuff if I didn’t have to use it, plus I seldom bother to tap into the bulletin board at our office – which is usually a little old. The secretarial pool does that for me and saves me from having to read a lot of stuff I’m not interested in. They edit out the non-essentials for me. And somebody with security clearance usually encodes my high security messages for me. That helps me stay focused.”

“Well la-de-da” Talia said. “It must be nice to have all those servants working for you.”

Bellander grimaced, looked at her and commented. “An officer doesn’t do things – he causes things to be done.”

“You’re out of the military and still pretending that you’re an officer?” she replied. “RHIP. Rank does have its privileges, doesn’t it? Do they still address you by your military title?”

“No, of course not” Bellander replied, slightly shocked at her challenges. “As far as I’m concerned I’m an officer of the diplomatic corps. Just a different kind of uniform.”

“Children, children!” Malcolm said. “That’s just the way his system works, Talia. And it would save time. They’re heavily based on face-to-face and printouts, you know.”

He turned to Bellander and said “In our case though, everyone in the organization has to read what comes up on our background bulletin board and check off that they’ve seen it, electronically, so they have to handle their own PIN numbers. At the same time they note any specific information or opinions they have which are applicable to the area or the subject, and whether they’d be interested in working on the project. We call that our perspective collection process – assembling a readout on whatever general perspective exists in our organization. Then I assign a project manager to be responsible for that project. We expect everybody to read our public bulletin board regularly too, of course.

“Talia’s department is in charge of personnel and assignments, among other things, so one of her people and my project manager talk to each other and assign at least three people to work with my PM. That doesn’t necessarily mean they literally meet face to face, but it might. The choices are usually a matter of who has the best special expertise in the subject in question, but it can also include the people who asked to work on the assignment. Now, and I’m sure we do this differently than you’re used to, those people might complete that project without ever meeting in person. Does that surprise you?”

Bellander smiled and replied “Yes, of course. Bread is the staff of life and meetings are the life of staffs.”

“It all goes back to that first listing” Malcolm said. “When those people indicate they’ve read the message and enter their random notes, those notes include a list of the things they think should be taken into consideration in fulfilling that project. They don’t have to, but if they think of something – even ideas off the top of their head – they enter it into the project notes and all those notes are entered into approximately the correct IPS bins. That’s where Larrey’s department enters the picture. He maintains an editing staff called Commedit. Commedit’s job is to clarify overlaps and to make connections among the collections. Are you familiar with the IPS process?”

Bellander shook his head.

“Larrey’s department goes under the name of ‘Technology’, Andy” Talia said, “but that’s misleading. They’re also in charge of the library system, including what he calls both the hard and the soft database functions. Some of the brightest minds in the whole organization are in our Commedit service – and they’re awesome. They are the soft function group, and they’re just as important to us as all the technology. Usually much more, in fact.”

“Let me give you an analogy, Andy” Malcolm said. “If you think of LVU as being a giant brain, the editing department would be the logic function. When our people read an item on the background bulletin board and send along their suggestion responses, the editing team accumulates all those ideas, sorts them, culls them, combines them, and puts them back on the bulletin board under the heading ‘Flash Report’ for that project in roughly the IPS format.

“Now there’s no particular trick to that, except in those cases where Commedit has to take several similar suggestions and combine them, Reader’s Digest style. And the source or sources of each suggestion is noted – by peoples’ ID numbers, not by names. But if one of the input people thinks their suggestion was misinterpreted or distorted, they can make a change in that report – and the system requires them to show their name, not just their ID number, as the altering editor. That sort of thing happens fairly often because English is such a hi-frax language, but the system also encourages everyone to try to be very specific in their initial suggestions.

“But one of our goals is to get it right the first time, and if your name keeps showing up as an altering editor – it means that either you or the Ed Team is being too casual with definitions. Larrey has a compulsion about maintaining absolute top quality, and his people feel the same way – so your chances of convincing your peers the Ed Team is continually misinterpreting you are usually pretty slim.”

“Good idea. Automatically self-motivating, isn’t it?” Bellander commented. He turned to Talia and said “And this is the Best Informed Composite Opinion thing you mentioned?”

She nodded. “It’s the start of it” she replied. “But BICO goes a lot further. I’m sure you’ve already realized, from the name, that BICO represents the process a jury follows in the legal system. But at this point it’s more like a lawyer making marginal comments on something she’s helping one of her colleagues prepare.”

Malcolm continued. “The project manager and his or her Admin helper check the list of people who also have special knowledge in the key areas on the Flash Report. There’s a difference between having expertise that will get you assigned to the team and expertise in the factors that come up on the list of course. Knowledge of the Near East might get you on the team, but knowledge about manufacturing might get you on the survey list. If they check you, you then indicate your degree of expertise in a one-to-ten ranking – plus the file also shows your current involvement in other subjects on a one-to-ten basis. That’s all in the personnel master database. The individuals update their involvement numbers themselves, by making notations in their computer as they work on various jobs.

“That also keeps the database informed as to their work load. Let me show you.”

He called an employee’s name to the screen, and the numbers 6-2/8/3/3/4/7 appeared. “This shows Jim is working on six projects, and his involvement in two of them – the seven and the eight – is pretty minimal at the moment. But if the project manager wanted Jim’s help on the new project he’d have to call him and ask if it was OK to include him. You never know. It might be he’s within an hour or two or a day or two of being done with those other four jobs – or he might say he was a peripheral participant on some things which had the potential to drag him back in without warning – so it was possible he might not have time to help meet the deadline on the new project. We make every effort to meet every deadline, you see. We are definitely not encouraged to miss deadlines.”

Mary came into the lyceum, poured a cup of coffee and sat down quietly.

Bellander smiled at her and she gave him a wink. He turned back to Malcolm and asked “Doesn’t that allow a slacker a chance to avoid work?”

“Yes” Malcolm answered.

“That’s what management’s job is all about, Andy” Mary commented. “But if you see that beginning to happen, chances are the person needs help, not ND. Help, not ND.”

“Exactly” Malcolm said. “If you flood the place with positive impindor proofs your people will be trying with all their hearts.”

“The three Cs, Andy” Talia interjected. “You screen when you hire, to make certain they can handle their work in the first place, then you keep helping them increase their competency. And if they can’t show contributions after that, that’s primarily management’s problem, not theirs. It’s up to the manager to find out if they’re not feeling well, or having problems off the job, or need more training, or what.”

“No need for ND” Mary said. “ND is a last resort. A last resort!” She snorted, and Bellander chuckled. The laugh wrinkles appeared around her eyes. “I admit I’ve fired two or three, because we’re not herding cows here, Bellander” she said, “but Malcolm’s teams don’t have as much leeway as my teams do. In his department you’ve got to be more pragmatic than creative. It’s tough. And not as much fun, either. Wait ’til you get down to my place to get creative.” She chuckled as she glanced at Malcolm.

“Let me show you the major difference between her department and mine, Andy” Malcolm said. He pressed several buttons and two displays appeared on the screen.

Initiative Planning Sequence

- | | |
|-------------------|--|
| 1. Perspective | (learning, experience, connections) |
| 2. Purpose | (why, value statement, mission) |
| 3. Objective | (actional transition point) |
| 4. Problem | (isolate, identify, define) |
| 5. Strategy | (what, general solution, requirements) |
| 6. Tactics | (how, specific solution, action plan) |
| 7. Evaluation | (6 must serve 3) |
| 8. Implementation | (when, applied learning curve) |
| 9. Maintenance | (whoever owns 3 owns 9) |

Commcon Sequence

- | | | |
|----------------------|---|--------|
| A. Problems/Symptoms | (causes-effects, frustrations) | |
| B. Objective(s) | (goals, purposes, opportunities) | |
| C. Solution(s) | (quality, availability, price, service) | (4)(6) |
| D. Benefit(s) | (promises, results, drama) | (3)(7) |
| E. Support | (demos, testimonials, research, proof) | (5) |
| F. Need/Want/Desire | (situation, positioning, direction) | (2) |
| G. Opener | (question, benefit, free service) | (1) |
| H. Close | (ask for agreement/action) | (8) |

“In my department we use the initiative sequence to organize our thoughts and plan how to achieve long term goals, while Mary’s teams use the Commcon sequence to organize

theirs around causing immediate agreement or action. The Commcon sequence is, of course, the one you learned in your AB&D training. The initiative sequence is probably the one they taught you when you were learning how to plan military strategy. Recognize them?”

Bellander nodded. “That’s not exactly what we used to map out strategies, but it’s quite similar. The results should be the same.”

“Ours would probably be better” Malcolm smiled, “but that’s neither here nor there. Here’s one way we explain the initiative sequence to new hires.” He pressed a few buttons and a new screen appeared.

1. *Perspective* provides a map of an area.
2. *Purpose* defines the reason-why for taking a trip.
3. *Objectives* would be any of several measuring points along the way which would help you judge your time/distance progress toward reaching your goal. [The final objective is called a goal.]
4. *Problems* are things that could prevent you from reaching any of your Objectives.
5. *Strategy* is the general plan concerning how you intend to travel.
6. *Tactics* are plans for specific actions which will lead to satisfying Objectives.
7. *Evaluation* determines if a proposed Tactic can be expected to help achieve an Objective [not just solve a Problem].
8. *Implementation* converts (actionalizes) the plans into actions.
9. *Maintenance* would be any sub-Strategy or Tactical plan which helps assure that the Purpose would continue to be satisfied – i.e., measurement.

“Another way of explaining his sequence is to compare it to what a doctor usually uses” Mary said. “The doctor gets the facts and establishes a purpose – sets his overall goal – then sets some rough time lines to use as objectives, does a diagnosis to isolate, identify and define the problem, then decides on a treatment strategy and sets tactical sub-objectives, then takes action by doing or prescribing something, and then after he’s satisfied he’s gotten the desired results he tries to maintain a new status quo.

“My new hires are forever telling me that’s the way the Commcon sequence works too, but it really isn’t. We go right to the problem – and what’s not obvious in this doctor analogy is that the doctor is setting time goals at the same time he’s attacking the problem. It’s a subtle difference, but I’m sure Malcolm will point out the need for setting deadlines first as he gets into IPS a little farther. He’s totally future-oriented.

“In any event, his is the better way to apply logic when you’re planning to take the initiative – because his method keeps emotion out of it. My way works too, but mine encourages emotion and the emotional approach isn’t as reliable. It’s just faster. Much faster. And since your objectives, strategies and tactics usually have to keep changing as time passes – you’ll find that emotional reactions and Commcon sales pitches can handle

those sorts of changes just fine if you've used IPS as a foundation to begin with. But operating systems are only as good as the initial plans that created them."

"She basically described the operational sequence, Andy" Talia said with a smile, "because the problems get identified ahead of the specific objectives in OpSys, while they get identified after the objectives have been chosen in the IPS. Don't get confused. The Op system is a hybrid in between their two modes, because the OpSys time lines represent more of a sense of urgency than the major objectives in her example."

"Oh, good lord" Mary replied. "You're right. I'm sorry, Andy. I oughta learn to keep my mouth shut, but while I'm talking – let's review the sequence for Commcon. You make your notes in the alpha order, then you present them in the numeric order. Right? And the key is to present each part of your solution in the 3-4-5 sequence – benefit first, solution second, proof third. Right?"

"Yes, coach, I remember" Bellander said with a smile. "Tease 'em with a promise, tell 'em how to get it, and give 'em proof to encourage 'em. I take it you're making the point that Malcolm's sequence doesn't use the alpha/numeric switch from planning to presenting that your system uses?"

"Right" Mary replied. "When you use the IPS for planning it's not ready for presentation. You don't use the engineering details to sell the overall concept. You have to re-order your ideas into my alpha sequence, then re-order them a second time so you can present them in my numeric sequence. The two concepts serve totally different purposes." Then she gave an embarrassed glance toward Malcolm and said "Sorry".

"The point is well taken" Malcolm said with a chuckle. "It is the key distinction though, Andy. We live in a responsional world – where almost everything we do is a reaction to a problem, or something we see as a problem. Commcon reflects that. IPS uses a passive approach for planning. Commcon is biased toward acting – IPS is biased toward planning.

"And that is the major difference between the sequences. The IPS system starts with assembling a perspective, establishing a purpose, and setting objectives – then identifies the problems it faces or anticipates facing. Mary's Commcon sequence and Talia's operating system sequence both identify the problems first – but the fact is that Talia's Op system is supposed to deal with problems which have been identified as preventing the attainment of IPS objectives. There's a major difference between taking the initiative and just reacting to a current problem. Which of the three do you think might fit your project best?"

Bellander thought a moment and replied. "I was taught to choose objectives before I decided which problems to solve – so I think we need to use your process in government leadership planning, somehow, somewhere. But I'm not sure I know where. It definitely should be used in planning legislation, but it seems especially appropriate for the Executive

branch too. More to the point, though, it seems to me all three sequences actually have to start with problem recognition.

“Or perhaps what I’m saying is that politicians need to use the Commcon sequence to find out what problems the public will get emotional about, use that to get elected – then they should use the initiative planning sequence to initiate solutions to those problems – and then perhaps the Executive branch should use the Op sequence for day to day operations. Is that about right?”

Talia smiled and said “I’ll bet he figures it all out by this weekend. Keep going, Malcolm.”

“If he figures it out in just three days, I’ll shoot him” Mary replied. “It took the rest of us three months and two semi-right Research Reports before we got it all into perspective.”

“Yes, but remember that we had that big blind spot” Malcolm said. “We couldn’t see the obvious because we weren’t going back to basics like we’re making him do. We inadvertently tried to do all of it Commcon-style because we were reacting to a problem.

“Let me go on, Andy. You’re right that it’s important to recognize problems at the beginning – but problems shouldn’t be the only things that stir you to take the initiative. Once you have enough facts to form an opinion, you’re in a position to see both problems and opportunities. If you begin to realize you have an opportunity to satisfy a need, want or desire that you’re not actually frustrated about yet – that’s quite different from trying to escape the frustration that a problem or an annoying symptom can cause. One is before the fact – the other is after the fact.”

“It seems to me that recognizing an opportunity is the same as recognizing a potential frustration” Bellander replied with a grin.

“I used to say that too” Talia said, “but their definition of a problem is that it’s something interfering with the achievement of an objective. That’s their escape route, based on Frank’s and Malcolm’s definition. In OpSys you should identify a problem, then figure out what objectives it was keeping you from achieving, then decide what purpose it was frustrating – and that would give you a perspective on whether or not it was worth doing anything about.

“I said it’s just a matter of semantics – but Frank said that unless you’re motivated to take action to achieve a need, want, desire, hope or dream – you aren’t frustrated enough to say that not achieving it is actually a problem. You might secretly want to own a Rolls Royce, but unless you’re committing some amount of your efforts to actually getting one, you haven’t acknowledged its absence as a problem.

“I kept saying that a problem was anything causing you frustration, whether or not you had realized it yet – but my definition wouldn’t cover that moment in the laboratory when

a scientist realizes a discovery could make things more pleasant for a lot of people. There's no particular frustration involved in that, so that represents an opportunity.

"And if you're trying to cause people to become motivated to take the initiative, you have to keep them alert to opportunities. I said NASA's assignment to send a man to the moon and bring him back was an opportunity to solve problems – and they pointed out that if you didn't set objectives first, you wouldn't know which problems to concentrate on in order to act on your opportunity. Planning shouldn't just start with problems. OK?"

Bellander smiled and nodded.

"She's a smart one, Andy" Mary said. "Likes to teach. Could have been a professor. May still become one. In any event, you'll find she's a good teacher. A good teacher. But she was young when she was saying all that – didn't realize the difference between laying out a course and just drifting aimlessly like a leaf in a stream. Now she's older. Much older." She giggled and Talia gave her a mock grimace.

Malcolm continued. "As Delia says, definition is everything, Andy. The fact is that our educational systems – around the world – don't teach people to think logically. They mix the past with the future. That's because most languages are so hi-frax that people seldom really have a clear perception of what they're trying to think about – plus responsionalism places the emphasis on speed, not on accuracy. But within the last few decades that has started to change. Gradually. I'm referring to the impact computers have been having.

"To design a computer or to write software for a computer, you have to be in initiative mode and you have to deal with lo-frax specifics, so today more and more people are being forced to learn to think in terms of IPS specifics. It's an evolutionary process, happening slowly – and most modern music is antithetical to the process, which doesn't help. That's a shame, because music --and I don't mean the noise that passes for music these days – is sublimely logical as well as emotional.

"When mainframes were the big thing, the people who built or used them were sort of isolated from the general public. And when the first PCs came out very few people knew what they could be used for. Then the spreadsheet – the first generally useful application program – came out and the public began to realize what PCs could do. Then came word processing for PCs, as contrasted with the dedicated word processor systems. And then databases. And you had to think with lo-frax specifics to put them to use at first. So the emphasis on widespread use of lo-frax started. It was small, but it got started.

"Let me give you an example. When PCs came on the scene, lots of manufacturers started making their own versions independently of each other. Standardization meant nothing to them at first, because most of them overlooked the fact that it wasn't the box that carried the value – it was the applications the box could run.

“The box makers kept adding refinements, but most of their hardware improvements just let you run poor existing programs faster. The market demand factor was for apps – and writing apps was the bottleneck, because writing apps required creativity and lo/frax assembly – and the chance to recover the time and money you invested in the writing. Apps are packages of lo-frax thoughts that have to be pieced together very slowly, using very stringent lo-frax logic, but the box engineers and the marketing people were all in a reactive mode – racing along, strictly hi-frax, trying to sell enough of their boxes to achieve market dominance. They thought brand names were the key, but they forgot that brand names require standardization in the marketplace – for the purpose of comparison.

“Anyway – if you wanted the advantages of a PC but you didn’t want to write your own programs, you really had to wait to see what apps were going to be written. If you were a fad follower you bought a box and used it as a desk ornament – but the people with a clear perspective knew you had to first decide what job you wanted a computer to do, then find or write the software that would do it, and then buy whatever machine would run that software. Did you buy one of the early PCs?”

Bellander shook his head. “No. Some of my friends got excited about them but they were all having to learn special languages and write their own programs, and I didn’t want to take the time.”

“Smart move” Malcolm said. “Everybody should have one at home now though. They can be lots of fun. The key point was that originally you had to learn a whole new lo-frax language in order to tie the app into the basic operating system, and that takes as much time and practice as learning a hi-frax language. Plus the fact that even when you learn it most hi-frax marketing thinkers won’t want to talk to you, because they’re impatient to rush into things. Let me explain how all that affected the development and marketing of PCs. Have you had much experience in marketing and in judging market demand?”

“No” Bellander replied. “Practically none at all, I guess.”

“Well, it’s a good example of the need for the the initiative planning sequence format” Malcolm continued.

“The demand was there, but it was for apps, not just iron. Lo-frax perspectives and needs analyses of buyers’ N/W/Ds – that means needs, wants and desires – could have helped the industry figure that out, but even an outfit as sharp as IBM missed the basic basic factor that defined the demand. IBM missed a whole market by not using my approach. They tried to use their brand name to sell iron, but they were only partly right.

“You see, the public would go into a store and try to find out which apps would do what they wanted, and the salesperson would be earning a commission for selling the various brands of boxes and wouldn’t know what the application programs would do – especially since there were no standardized operating systems for the boxes, so the buyers would get frustrated and leave. When IBM started making the boxes, the smart buyers bought IBM

iron because they knew there was a good chance the apps they wanted would follow. IBM figured they were selling iron because of their name – and, to a certain extent, they were – but the real loyalty was to the apps, and the app writers were writing for the standardized Op system. That was a major marketing oversight. It cost IBM dearly when other people started making cheaper boxes to run those same apps and Op systems.”

“They could also have figured that out if they’d been using Commcon to analyze the problems they were facing” Mary growled.

Malcolm grinned. “She’s right of course, Andy, especially since we’re talking about a hi-frax thing like market demand. But Commcon works best for influencing other people, which is reactive, while initiative planning requires proactive analysis and accepting the facts as you find them. Commcon is more often tied to the past than to the future – even though it always seems to be selling the future – and it definitely is always the best way to present the ideas your IPS work has created.

“Building something just because you know how to build it does not assure there will be a demand for it however. IPS would force you to build a prototype and check out the potential demand – and why it existed – before you plunged ahead.

“My original point was that writing apps takes minds that can break hi-frax generalities into lo-frax specifics, and the app writers were the ones taking the real initiative. The app guys became more important than the iron guys, because they and the potential customers were sharing the same perspectives. The iron guys were crippled because instead of creating new ideas to serve newly identified needs they tied their perspectives to their past achievements. Now they’re in tune with the app writers and the customers again, and now we have hundreds of millions of people enjoying the benefits of all that lo-frax thinking.

“Today we have this explosion of PC applications – single purpose programs, multi-purpose programs, multi-tasking operating systems, local area networks, wide area networks, extranets, international networks and, of course, the Internet and the World Wide Web. You know the scenario. Operating systems have improved too – which is both good and bad. They’re good because they make the machines more user friendly – and they’re bad, because ‘user friendly’ is a euphemism for saying the users don’t have to struggle with lo-frax thinking any more, which is actually pretty tough to do. The problem at this point is that we’re now having trouble trying to improve on the Op systems which have risen to dominance – because they were not developed to satisfy industrywide initiatives. They just grew as stopgap solutions.

“Success has cost us some of the benefits of stringent definition after all. That’s actually the same thing that has happened to our governmental system, by the way.

“Plus everybody should be using BICO – not as a substitute for doing their own thinking but as a way to doublecheck the quality of their own thinking. The idea of management by consensus has been around since the dawn of time, but the everyday use of best

informed composite opinion – with a lo-frax base – hasn't. The Internet would be a good place to introduce it.”

“Don't let him get off the track, Andy” Mary commented. “What he said is true, but he and Larrey and I'll handle the BICO-on-the-Net deal for you. You just stick with IPS and BICO for government for the moment. These things can sound a little confusing at first, but they're not. They're not.

“Just think of IPS as being management-by-objectives and BICO as being decision-by-consensus and forget all the strained examples. Just think MBO and BICO – and don't let either concept get too complicated. Keep it simple.”

“Right” Malcolm said. “I'm going a little too fast. But, going back to PCs, now we have to ask the original question again – why use computers at all? In a lot of cases, in fact far too many cases, organizations are collecting data just because they can collect it. So why do we need a computer in a desktop box? Just to be able to collect data? Data has to be converted into information before it has potential value, and then you have to ask ‘To whom does this perspective have value?’. Who needs lo-frax and who needs hi-frax? Who's doing the discretionary decision-making ?

“Which brings me back to my sequence.” He pressed some buttons and erased the Commcon chart from the screen, then gestured at the IPS chart.

Initiative Planning Sequence

- | | |
|-------------------|--|
| 1. Perspective | (learning, experience, connections) |
| 2. Purpose | (why, value statement, mission) |
| 3. Objective | (actional transition point) |
| 4. Problem | (isolate, identify, define) |
| 5. Strategy | (what, general solution, requirements) |
| 6. Tactics | (how, specific solution, action plan) |
| 7. Evaluation | (6 must serve 3) |
| 8. Implementation | (when, applied learning curve) |
| 9. Maintenance | (whoever owns 3 owns 9) |

“In taking the initiative you start by collecting enough facts so you can begin to see the connections among them. That means being alert and aware and receptive to data, then converting it into useful information. ‘Making connections among collections’ we call it. The final perspective may seem specific, but the loose connections that go into it usually aren't. And my point is that you can't keep your eye on the horizon if you're just focused on the brush in front of you.”

“I'm confused” Bellander said. “I think of big computers as the ones that collect tons of data and print out huge reports, but I think of PCs as the ones that process bits and pieces of data into something useful. Are you saying PCs convert hi-frax stuff into lo-frax stuff?”

“Perhaps I chose a bad example” Malcolm replied. “I was leading up to saying that basically data is lo-frax, but once it’s converted into information it becomes reassembled into hi-frax in order to communicate it more quickly – and that linking one lo-frax package of data with another lo-frax package of data doesn’t mean that you have built one giant lo-frax package.

“What I was actually thinking about was what we have here – lots of PCs as terminals, tied to our mainframes. Our people can use commercial software to do stand alone jobs or pull down the apps from our servers, or they can tap into our database, or into the huge databases on the Internet to pull in reference data. Universities, corporations and government research installations operate much the same as we do. Most importantly, all our PCs can tap into Larrey’s library – which is a super relational database. And Commedit converts lo-frax into hi-frax and vice versa at each step.

“And the reason for doing all that is primarily to create new perspectives.

“My point was that just having access to tons of lo-frax data doesn’t necessarily provide the perspective you need for the decision makers to reach a BICO agreement. To say a group of people have reached a best informed composite opinion, you see, is not to say they’ve reached an agreement based on logic. You may be saying that they’ve each done their interpretation of what they think the data means, then muddled their way into an agreement of some sort – which is what our government officials do now – which is what we want to change. The government needs more clarity plus better projectability.

“To communicate with a computer you need to learn how to think in lo-frax operating terms – but to use a computer you need a way to filter the huge amounts of lo-frax data into useful packets of information that will put things into hi-frax perspective – and reduce that back into a lo-frax description. In business, that result is usually called an executive overview. Here, we have project assignments that give us hi-frax perspectives at the start – plus an editing system that lets us connect those views. That type of conversion seldom happens in government work. I’m not trying to suggest that our governmental decision makers should become computer users. I’m saying we need to give them better qualified information – and they aren’t getting it now.”

Malcolm took a deep breath and looked at Bellander very seriously, then continued.

“It has been estimated that a member of Congress would have to read more text, every day, than it took to print ‘Gone With The Wind’, just to stay current with what’s going on in the House or the Senate. Now, those are hi-frax concepts they’re expected to interpret, not clarified and summarized concepts. They’re supposed to keep a thousand big things in focus, all at once, and it simply can’t be done. Computers alone can’t help much in that situation – especially if those people need to fit their ideas into a BICO format – so somebody has to help them get things into focus. Somehow. The current process isn’t

working. It can't work. But the way our federal system is set up, the 'somebody' responsible for helping them is the public – and the public disavows responsibility.

“In a democracy, you see, the concept of giving power to One Strong Leader has been turned upside down, and that power – and the responsibility that goes with it – has been diffused into the populace. And since the public can't take the time to do the job of providing day-to-day governmental directives, their surrogate leaders need help from a new type of governmental service agency – a heretofore never heard of type of agency.”

Talia chuckled. “And you think you're going through information overload here! At least you're far enough removed from what they're facing that you can build a perspective about it. Congress and the president are trying to govern the most complex organization on earth, and the reporting systems and processes we make them use are hopelessly inefficient – or worse than inefficient. But you're going to help them, Andy. You'll see.”

Mary rose and poured herself another cup of coffee. “Malcolm's right, you know” she said. “The AB&D Commcon system you and I both like so much makes us start out with problems, and once you're focused on problems you tend to keep wallowing in more and more problems. Like you said, that wasn't the way you were taught to approach strategic planning, was it?”

Bellander nodded his head in agreement. “Well” she continued, “he has been giving you lists of problems to try to make his point about the need for perspective – so he has been using my system to try to make his point – and his point is that if you start by being wrapped up in a problem, about all you can see is more problems.” She turned to Malcolm and said “Go on to the next step in your list. Let's keep moving.”

Malcolm gave her a sheepish grin and said “I prefer to say I'm building perspective.”

“We'll have to keep coming back to this need for perspective, Andy” he said, “because the operating people as well as the public need measurements and feedback on how well they're doing. But the net result of getting things into perspective – and by that I mean a clear, well defined perspective – is that it enables you to decide whether or not you want to commit to action, not just react to the way you feel. That decision, in both the IPS and the OpSys processes, establishes a value or a reason-why for taking action. If you decide to act, at least if you decide to try to be logical in what action you take, you have to first define your purpose. The government has a disconnect between its initiatives and its Op system.”

“That's because they have different sets of objectives” Talia said thoughtfully. “See, Andy?”

Bellander nodded, but then said “No”. He was clearly preoccupied with his own thoughts. “IPS objectives provide the purposes for operating system people – but perspectives

provide the purposes for the guys trying to think in initiative mode. So it's more than a difference in definitions – it's also a difference in time frames. Right?"

"You're correct" Malcolm continued as he brought a new chart to the screen. "This cascade-of-objectives chart illustrates very clearly what you just stated – that IPS applies to the original level of leadership in the command structure, while as you go down the chain of command each subsequent level of the Op system's objectives provide the next lower level's sense of purpose. It makes a big difference as to where people focus their attention.

"Now I've set up this chart as if each level was using my IPS system – and that's actually what I'd like to see happening – but the fact is that all the levels below the leadership level will be tending to use the OpSys approach because it's faster in day-to-day problem solving situations. I really don't mind that too much, providing the leadership is measuring the attainment of their objectives as well as the OpSys objectives."

Cascade of Objectives

<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Level 4</u>
Perspective	–	–	–
Purpose	Perspective	–	–
Objective	Purpose	Perspective	–
Problem	Objective	Purpose	Perspective
Strategy	Problem	Objective	Purpose
Tactics	Strategy	Problem	Objective
Evaluation	Tactics	Strategy	Problem
Implementation	Evaluation	Tactics	Strategy
Maintenance	Implementation	Evaluation	Tactics
–	Maintenance	Implementation	Evaluation
–	–	Maintenance	Implementation
–	–	–	Maintenance

"Bingo!" Mary said, and Talia smiled at Malcolm warmly and nodded agreement.

"Level one represents the original IPS decision makers, Andy, and the subsequent levels are essentially all Op system functions. Right now, however, I want you to stay focused on that top level of command. The lefthand column represents the key decision makers which – in a democratic system – should be the voters, not just their elected officials.

"IPS step three, choosing objectives, is tied to the choice of purpose automatically. In IPS the purpose identifies the result you want to achieve if you take the initiative, so naming the final goal is part of stating the reason-why for acting. The objectives are the points on the horizon that'll provide you with directions to get to that final objective – and that final objective is called the goal. And the objectives will also provide you with

intermediate markers that allow you to measure whether or not your operating systems are making progress in the direction you've told them to go – tell you whether they've focused on the right problems during the implementation time frames.

“The IPS objectives give you an outline for a course of action, whether or not you've come up with strategies to get you from one point to the next – but more importantly, they provide measuring points that the original decision makers can use to see how well their orders are being carried out. Being a pilot, you're well aware that most objectives tend to vanish the moment you reach them, and new objectives must replace them. Without that statement of purpose – we say SOP – it can sometimes be tough for OpSys people to figure out what their next objective should be. And when that happens all you can do is just keep trying to solve problems and hope you're making a contribution.”

“A ship makes a good analogy, Andy” Mary said. “The captain provides the initiative and the deck hands and engineroom guys set their sub-objectives based on what he chooses. The thing is, however, that while everybody is operating according to a plan – the captain needs to keep checking to make sure their plans complement his plans. What Malcolm's format does is cause the top level guys to keep checking on whether or not everything is going according to their plan – not just according to the plans of the implementors. That's very important – and I'm sorry to say my system doesn't provide that kind of overall measurement and feedback.”

Malcolm nodded and continued. “You haven't been around the business world very much, Andy, but what you find out there is that companies try to come up with what they assume are mission statements – which are often just a mishmash of vague needs/wants/desires. They don't do much toward describing initiatives. Talia got into some pretty heated arguments over those things when she was on the outside. Didn't you, dear?”

Mary began to laugh. “Did she ever!” she exclaimed. “She pestered the both of us so much for advice and reassurance that we just about stopped taking her phone calls!”

Talia smiled, but her resolute look gave her away. “I was right!” she said. “And I convinced them too. There just wasn't a BICO system I could appeal to within the power structures in any of those companies!”

“That was also the first time you figured out why you have to use Commcon to sell hi-frax ideas to nitwits too – wasn't it, dear?” Mary asked. “They're all in resposnion mode and their minds are buzzing around like bees in clover, trying to find little points that make sense. Emotion is toxic to logic, Andy, so logic alone can't do the job.”

A flush came over Talia's face as she said “I grew up here at Lexus Valley, Andy. I actually didn't realize the rest of the world tied ideas together so casually.”

“My point” Malcolm continued, “especially in connection with your project, Andy, is that the Declaration of Independence, the Constitution and the Bill of Rights are what we would think of as our nation’s mission statements. They define the values and reasons-why behind the big picture – give us a purpose for even having a federal government – provide a meeting ground for the BICO decisions we do manage to make. The laws the government passes relate to what national objectives we’re trying to achieve, and the way they are carried out are the strategies and tactics – the what and how factors. But the way we go about it results in a lot of pretty haphazard thinking – and very little measurement of actual performance.

“You’re going to be suggesting changes to the most basic governmental systems and procedures – so perhaps you should plan to mention those mission statements to justify the changes to your audience. That’ll help them get your message into perspective.”

“But keep in mind that this democracy was created by a federation of states, m’boy” Mary added. “The federal government didn’t create the states – it was the other way around. In a way each state is like an individual voter, with its local pride and its local problems. Keep thinking of the federal government as a servant of the people and its member states – not as a monolithic power that answers only to itself. It’s the people who need to measure how well their government is doing – not just the government that needs to measure how well its workers are doing. Our elected officials have to get voted-in by the people, but once they see that their paychecks are coming from the federal treasury they tend to forget who they’re actually working for.”

Malcolm nodded again and said “But my initiative sequence isn’t a 100% complete answer to what changes we need in the government, Andy. On the legislative side of things, the initiative decision makers only need to follow the sequence down to step five – Strategy. They only need to say what they want done, and the general procedure they want followed, not spell out all the details of how to do it. The Executive branch needs to apply the whole IPS sequence at first, however, even though they’re the how-to-do-it operational people. The leaders in the Executive branch start at level three on the cascade chart, not level one – and that’s hard for them to understand – plus, at the moment, the voters have no way to measure either Op system success or leadership success. They’ve actually been left out – they’re somewhere out in never-never land.

“The Op system guys follow the IPS format at startup, then switch over to the Op format once the initiative reaches the Implementation step – that is, switches over to administrative mode. The voters are level one, the legislators are level two, and the implementors and administrators are level three – and that’s about the best you can say.”

“The formula for operations mode is almost identical to the IPS mode, Andy” Talia said, “except that objectives and problems swap places in the sequence. Just assume that the IPS mode he’s discussing is the same sequence the Executive branch will be using. You don’t need to make a distinction as far as your project is concerned.”

Malcolm nodded thoughtfully, then continued. “But you need to give the legislative group a way to have better oversight powers over the executive group – the operating people – and you need to give the voters better oversight powers over the both of them. And you’ll need to emphasize the concept of prototyping – which is pretty much standard procedure in the business world, but not nearly as common in the government world.

“Let’s go on through the initiative sequence to see why. Not just as it applies to government you understand, but as it applies to any situation. I’m sorry I have to keep dwelling on things I’m certain you already understand – but that’s the way we’ve agreed we’d explain our basic beliefs to you.”

Bellander smiled and said “I don’t mind”, and Malcolm’s face brightened as he continued.

“You start by gathering facts. Then you choose a purpose for acting – define values and reasons-why to justify the end results you want to achieve. And you must do that carefully, not casually – define each word as carefully as if you were explaining its meaning to an alien visitor. Then you choose objectives which, once achieved, will produce the end results you specified. Then you make a list of the specific problems you anticipate will tend to prevent the achievement of those objectives. Those are the real problems you should be working on, rather than just the ones which seem to be demanding your attention at the moment.

“Then you block out a general strategy that will neutralize the identified problems and will achieve the end results – and you also try to anticipate future problems you may face, or cause – and you follow that by deciding what tactics will actionalize the current strategies for each objective. The initiators don’t have to block out the strategy, although they’ll often want to. And that’s why the evaluation step – Step 7 – says you should check to see if the tactics will in fact help achieve the objectives, because the initiators may have forced a bad strategy on the implementors.

“An analogy here would be that the strategy is the recipe and the tactics are the mixing and fixing of the ingredients. Prototypes are trial recipes. Some turn out better than others – and it’s important to know that if you’re interested in quality.”

“But what about the rest of the actual problems you face, in real time?” Bellander asked. “You can’t just ignore them, can you?”

“No, of course not” Malcolm answered. “That’s where Talia’s operating version of the initiative planning sequence comes in. Generally speaking, it’s OK to use IPS for the kickoff activities and OpSys for the follow-up activities. And you can assume that all the existing problems are related to previous – unregistered – IPS initiatives, so you apply the Op mode to them and keep fighting with them until they go away. Over time the IPS plans will be the things that keep the herd all heading in the same general direction though, and that’s what’s important. And that’s why the leadership people need to use only the IPS mode. Direction.

“Every time you evaluate progress – which occurs down in the Maintenance step of IPS, not in the Evaluation step as you’d expect – every time you evaluate progress toward an objective in either IPS or OpSys mode, you check to see if you should be redefining your objectives and redefining problem priorities. If the answer is yes to either one, you know you may need to quickly adjust your strategies and tactics. And sometimes you realize you actually even need to throw out the old system and institute a brand new one.

“The Evaluation step in IPS planning is the point where you make a judgment about whether or not your tactics will achieve your objectives – but don’t worry about any of that right now. Just think of Maintenance as meaning measurement – which is the key end result in the actionalized sequence. IPS results in a set of plans – and achieves them. Commcon is just aimed at getting people to adopt or agree with a plan or set of plans.

“In IPS, the next planning step you consider after Tactics is the quality control function I just described – the Evaluation step,. We sometimes call this the ‘oversight in advance’ step, because you stop and project the results you think the tactics will cause. You have to decide if those tactics will in fact help achieve the stated objectives.

“The difference between IPS and OpSys is pretty much a matter of pragmatism, and it’ll develop naturally. The first goal of your project, however, and the most important one, is to make sure everybody understands and accepts the basic IPS concept – and we think it’ll take at least 25 years for the governmental system to start running smoothly once they do try to change.

“There’ll be a lot of divided attention over the first 25 years – simply because politicians will have to keep getting re-elected, and the public will continue to stay preoccupied with old problems for at least that long.

“In the IPS Evaluation step, if your projections suggest your tactics won’t satisfy your objectives, you’ve done one of four things, per this list.” He called new text to the screen.

Tactics Not Serving Objectives

1. You've come up with a bad solution.
2. You've intuitively come up with a good solution, but you've apparently identified the wrong Problem (or you've cured a symptom instead of a cause).
3. You've intuitively come up with a good solution, but now you can see that you stated the Objective incorrectly – so you must re-state your Objective.
4. You've substituted a Strategic *requirement* for an Objective.

“Before you get to this step, of course, you also need to check to see if your strategies promise to produce the end results stated in your purpose, but we don’t make that a formal part of the sequence because it’s not such a complex thing to check out. Just let me say there’s room for strategies to be hypothetical – but tactics must be real.

“You, as a pilot, are also aware that objectives are actional transition points – points that help you navigate. They’re the connections between the static and dynamic states. And, as we get more into this later, you’ll see that at the Strategy step you’ll need to make a list of requirements you predict may be needed to fulfill that strategy – such as having fuel in your plane before you take off. The list of requirements is actually a list of necessary caveats, but if you assign a time line to a requirement you turn it into a full fledged objective – and that changes the dynamics of the sequence. As a pilot I’m sure you could provide endless analogies to support that. For example, you’ll hit your declared ETA if you don’t have to fly around storms, et cetera, so that caveat is a requirement for your ETA to be valid – but if you attach a time line to it, it becomes a new objective.

“Anyway – the next step is to put the tactics into action. Sometimes you won’t need any particular plans for the implementation step, but usually you do. For your project that would mean going into a lot of unnecessary detail concerning the IPS/OP functions, so don’t worry about it for now. The rest of us will worry about that in Phase Two.

“Then the last step in the initiative planning sequence is figuring out how to sustain the benefits derived from the results your efforts have caused. Sometimes you need to plan correctional Maintenance, and sometimes you don’t. Your project won’t require such planning, because you’ll leave correctional Maintenance planning up to the bureaucracies.

“What you won’t leave to the Congress, however, is the measurement function which is the be-all and end-all of Maintenance planning. That needs to be an audited function. Your project will modify the federal government so that the people who are ultimately responsible for the initiatives – the taxpayers – will be able to get feedback on the quality of the achievements their initiatives paid for and produced. We need that desperately – and we don’t have it.

“To go back a few steps though, I was saying the Legislative branch should only carry their thinking to the strategic level. They can leave the actual operational tactics to the Executive branch. As you know, the people closest to the action always have a better idea than the guys back at the home office of which tactics will work best and which won’t. I’m not saying your project should dictate Op system tactics. It shouldn’t. And for that matter it needn’t dictate strategies – so you can leave that option open.

“But we’re talking about a democracy, where the One Strong Leader idea has been replaced by the everybody’s-the-leader idea. That means that the Legislative branch officials are surrogate decision makers for the real leaders – the voters – and the Executive branch officials actually work for the voters’ surrogate decision makers. You do agree with that, don’t you?”

“I’m not sure. Are you saying that the three branches of government don’t have equal powers?” Bellander asked, a little incredulously. Talia gave him a wink.

“The public thinks they do” Malcolm replied, “but they don’t. The way I described it is the way it actually is. And the fact is – you fellows at the State Department are really just paid to be implementors of what the surrogate leaders in the Legislative branch have decided you should implement. Don’t you agree?”

Bellander looked at him a long time before answering, then said “Not at all! The president sets our policies!” emphatically.

Malcolm and Talia laughed. Mary just smiled mischievously.

“So you’re saying that the OSL concept applies to the functions of the Executive branch agencies because the president is our One Strong Leader?” Malcolm asked. “But isn’t it correct to say the Legislative branch, which is empowered by the voters to act as surrogate decision makers, has superior authority? The president can’t declare what laws the Congress is going to pass, can he? All he’s really empowered to do is carry them out. Oh, don’t bother to answer, Andy. We both know we’re both at least semi-right.

“The president does make policy, and that plus the veto power almost make the president an OSL – but not quite. If the Congress can’t put together enough votes to change a policy or override a veto they probably don’t have the power to add or deduct much money in the budget or raise or lower taxes either. If the Congress doesn’t speak with one voice – in BICO mode – the president is a de facto emperor.

“But that leaves two interesting questions. One, if my initiative planning sequence is so all-fired good, who in the federal government should be using it the most – the Legislative branch or the Executive branch? Two, who’s actually responsible for taking the initiative under a democratic system in the first place? I assume you agree with the answers I gave a few minutes ago, but the public may not be well enough educated to handle such a responsibility – and the elected officials may not be tuned in to the public’s wishes.

“This is getting to the heart of your project, Andy. And remember that we’re talking about peacetime. Decision making becomes a problem when you’re in a hurry, so everybody has to rely on the OSL dynamic in an emergency – but the fact is that the president was never given the power to set the nation’s objectives in peacetime, except perhaps by using a strong personality and pretending to be a de facto OSL. Policies, yes – objectives, no. Not actually.

“Whoever controls the purse strings actually controls the choosing of initiatives. That’s why we say the Legislative branch is in charge of choosing of initiatives and should use IPS down to the strategy level, and the Executive branch should try to use the entire sequence – when in fact we know the Executive branch will be using the Op system most

of the time. The dynamics change based on who chooses the initiative, who sets the objectives, who sets the priority given to each objective, and on who implements the activity. And we'll admit that the leadership level will often have to get help from the OpSys level in actually choosing the objectives – but the leadership level still has to accept that responsibility, no matter how difficult it may seem – and our legislative system usually opts to just delegate that responsibility and ignore the whole thing.

“The key thing missing from the picture, however, is the measurement function – and that always requires objectives – and that's one thing we're counting on you to provide.

“If you diagram all those things in a flowchart they all look like they're interconnected, but if you diagram the TE – the time economics – affecting all those things, you often find you've got a lot of disconnects. Look at this cascade chart again. Here's what I was talking about.”

Cascade of Objectives

<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Level 4</u>
Perspective	–	–	–
Purpose	Perspective	–	–
Objective	Purpose	Perspective	–
Problem	Objective	Purpose	Perspective
Strategy	Problem	Objective	Purpose
Tactics	Strategy	Problem	Objective
Evaluation	Tactics	Strategy	Problem
Implementation	Evaluation	Tactics	Strategy
Maintenance	Implementation	Evaluation	Tactics
–	Maintenance	Implementation	Evaluation
–	–	Maintenance	Implementation
–	–	–	Maintenance

“See where the TE changes occur?” Malcolm asked. “There have to be various levels of authority – because various people have to exercise various degrees of power in order to discharge the responsibilities they've been assigned. But a person's perspective changes depending on where they are in the hierarchy of power. What the top guy sees as a problem may be something the fourth level guy is still trying to get into perspective. The forest for the trees thing. And that guy down at level four usually doesn't have the same sense of urgency about the priorities the level one guy is assigning to his objectives.

“We usually use this chart to highlight the importance of education and communication – to show that people can't agree on things until they see them in the same frame of reference – what we call a singularity of perspective, or a SingOP. That's the perspective part of IPS – what the politicians call ‘the vision thing’. It's crucial to the decision making process, and especially crucial in the management-by-consensus BICO process we make

our people use in Congress. But my point is that once the top guys define the objectives, the lower level guys – the implementors – usually have to spend a lot of time on solving problems which can get in the way of attaining those objectives. That’s where the switchover from IPS to Op system occurs – in the priorities of time economics.

“If the guys on level four are army field officers, for example, their perspective is definitely going to be different from the guys at level one, back at headquarters. If time is no problem you can wait for commands from headquarters to filter down to level four – but if time is precious, the guys at level four have to take the initiative on their own. It may be that they have a chance to exploit an opportunity – or they may need to react to an immediate problem. The difference in priorities may seem subtle, but it’s very important. IPS is always future oriented – problem solving often is not. IPS must provide the base. One thing that’s changing warfare the most these days is that modern communications is providing SingOP to all levels. See what I mean?

“Now, where are we? We’ve agreed that objectives dictate the action, and that whoever sets them must have a perspective and a purpose in mind. We’ve agreed that the voters are supposed to have the ultimate power to choose the nation’s purposes and objectives, but they have no practical way to do it so they leave that job to the surrogates they elect to represent them. So nobody actually defines the basic purposes which should be guiding those surrogates’ initiatives, and nobody sets objectives for them. The Congress of surrogates has a great deal of trouble reaching agreement on objectives because they’re all operating according to their own perspectives and purposes, so they really can’t make much of a contribution. They address problems ad hoc and their actual objectives are often just to retain the status quo for their federal paychecks.

“For the most part they all have a similar objective – but not a unified objective – and that is to live to fight another day. All they can do is try to keep trying.

“But what we’re saying is that this is a system problem – not a people problem. We’ve agreed that our government does not have an OSL structure because a democracy simply does not use the same organizational structure a corporation or a dictatorship uses – so the president is not really in a position to set objectives. He’s inherited some of that responsibility by default – but he doesn’t have the authority to give commands to Congress. He or she can use the force of personality or the loyalty of party members to get their way – but creating administrative policy is not the same as having constitutional authority to lead the nation. And when he does make such decisions, that doesn’t guarantee those would be the objectives the voters would choose – while keeping in mind that the voters can’t keep themselves well enough informed to provide enlightened leadership either.

“The best the politicians can do is try to find out what the public’s hot buttons are – then lie about what they’re going to do about those matters and hope that earns them enough votes to win the next election. That process is not only not logical – it’s unfair both to the politicians and to the public that elects them. And it certainly doesn’t speak very well in

support of the concept of democracy. Democracy, as we practice it, is simply a dilution of power and a forfeiture of what dynamic individual leadership could produce – if that could be trusted.”

“I’m sure you agree, Andy” Mary added, “that authority can be appointed and responsibility can be delegated, but power must be earned?”

He smiled and nodded, then replied “And power must be exercised or it becomes weak.” They grinned at each other

“So” Malcolm continued, his mind focused on the point he was trying to make, “the core task of your project is obvious, isn’t it Andy?”

“It is?” Bellander replied with a slight look of surprise. “You mean I’ve got to find a way to force the public to set the country’s objectives? At least in peacetime?”

He looked at Malcolm carefully and went on “To be frank about it, your initiative planning sequence sounds passive to me – and Mary’s Commcon system sounds like the way to cause action. I think a leader has to have a vision, and then try to lead his followers to make it happen – and I don’t think the general public has a vision about where they want the country to go. I do agree they’re mostly problem oriented – they just don’t have a leadership perspective. For example, they’d probably never have approved the Louisiana Purchase. At least not in time to get it at the price Napoleon offered. It took Thomas Jefferson and our ambassador, acting on their own, to force that deal. And Jefferson would never have had the opportunity unless his ambassador hadn’t been thinking like a leader too. But I’m not even sure the two of them had a purpose in mind. I just don’t see where your IPS provides the dynamics.

“And if the public did choose the country’s objectives, they’d be abstractions unless they were tied to problems – so that puts me back into the Commcon sequence instead of the initiative planning sequence. And where would the commitment factor come from? How could we expect the elected officials to have a commitment to those objectives if the public just gave them an itemized list and forgot about it ’til the next election?”

Mary laughed. “Spoken like a true civil servant!” she said. “But think of this, m’boy – those objectives would always be tied to taxes, wouldn’t they? So you’ll have to make your new system put a price on each of those objectives, won’t you? You’ve been living on a guaranteed salary from the federal treasury ever since you’ve had a job, Andy, and it’s hard for you to realize that that isn’t free money. It’s tax money. Now I grant you that all our conversations have been in the abstract, but believe me, the public – most of whom are scrambling to make ends meet from one month to the next – are very interested in what they’re getting for their tax money. Civil service salaries included. Very interested.

“One percent of the public has as much cash in their hands as 37% of the rest have – and that 37% represents a hundred million people who are very concerned about what they’re getting for their contributions to the tax kitty. It’s not just the rich who are interested in taxes.”

A satisfied grin came over her face and she looked at Talia. “He’s not going to figure it all out by the end of the week, sweetie” she said. “Not by the end of the month! He’s human, just like the rest of us. I swear, if you’d brought some bureaucrat in here who could have figured this out in one week, I’d have gone ballistic!”

“You get so emotional about projects, Mary!” Talia said with a grin. She turned and studied Bellander and a little smile played around her eyes. “But he’s going to figure it out quickly. I can already see the signs.”

“Only if you tell him what to think, girl” Mary replied. “I’m going to keep an eye on you, because we’ve all agreed on this. Don’t you go tipping him off. I know we’re in a hurry, but he has to figure it out on his own! So far all he’s done is listen – not ask very many questions. And that may be a very good sign – or a very bad sign. But he...”

“Hey, you guys’re making me feel like a specimen in a laboratory again” Bellander interjected. “You’re talking about me like I’m not even here. As a matter of fact – you haven’t even been asking me what I’m thinking.”

Malcolm laughed. “You’re right, Andy. We’re so wrapped up in what we want you to consider that we can’t stop talking. What do you think?”

“I think it’s time for lunch” Bellander replied.

“OK, OK! Good idea” Malcolm replied. “But there is one more idea I’d like to mention though, Andy, and then I can let you go for the rest of the day. Don’t want to give you too much of a good thing, all at once.

“I would like to remind you of the difference between the way the Judicial system operates and the way the Legislative system operates.

“A court, any court, is essentially using the IPS system most of the time. They refer to precedents – meaning the thinking of other well informed people who have faced a similar problem – to provide a perspective. They have a stated purpose – to provide equality of justice. A choice of objectives, strategies and tactics is suggested by the prosecution and the defense counsels.

“But you’ll notice that the judge and the jury – the decision makers – just sit there in their chairs, and in the end they render a decision and the court moves on to the next matter. Their time is too valuable to make them do all the leg work. All the investigative work is done by police officers, lawyers, clerks, witnesses, etc. – not by the decision makers.

“Contrast that with what our legislators have to do to reach a decision. They, or their staffs, have to do all the leg work to build a perspective on what actions each thinks their constituents might want them to take, and then they have to present their case themselves and try to get their colleagues interested in it. And in order to sell their case, they have to try to arrive at a compromise with several hundred other legislators as to whose cases and objectives, strategies and tactics should be considered first. And then they can only participate in making the judgmental decision. And for the most part they’re doing it in operational mode, looking for problems first and setting objectives second.

“Is that fair? Is that efficient? Is that logical?”

“If you were using Commcon on this, Andy” Mary said, “that would be a very important problem on your list. But would you label it as a ‘P’ for problem or as an ‘S’ for symptom? Do you see what he’s doing? He’s using my system to help you get an insight into his system. Again.

“I say you’d label it an ‘S’ for symptom, and for the cause behind it you’d probably say that when the founding fathers put together this idea of creating a Congress to act as surrogates for the voters, they simply didn’t have a model to copy from any existing governmental system and they didn’t have a broad enough perspective to think through what they were creating. In other words, they left a gear out of the machine – and the rest of us have to keep trying to fly into the future with a badly designed airplane engine.”

“She loves vivid analogies, doesn’t she, Andy?” Malcolm asked. Bellander grinned and nodded.

“The analogy is valid, though” Malcolm said. “The fact is that when the founding fathers stated that everybody would have equal rights, they probably did it as a matter of principle. The chances are they actually assumed that only people like themselves – influential people, owners of property, who mostly all belonged to the same religious or economic group – would actually be expected to vote. They may even have just given the vote to everybody so their soldiers would have something to fight for if a war started. But it was almost a certainty that the only kind of people they would see in their Congress would be other highly influential people, like themselves. The good old boys club, incorporated.”

“The good old white boys’ club” Mary snorted.

“Don’t blame me” Malcolm replied. “I wasn’t there when the paper was still blank, any more than you were, so I couldn’t tell them what to write. And besides, Tom Paine used your Commcon technique, not my IPS technique.”

“Children, children” Talia said.

“What she said about a gear being missing was about right though, Andy” Malcolm continued. “They got the BICO part right, but they didn’t realize the importance of using IPS to build a solid structure to guide the decisions they did make. They didn’t factor in how initiative decisions should be developed in a democratic system. And as a matter of fact they left it to George Washington to design the whole administrative structure – and they had no corporate backgrounds to show them that measurements were a necessity. In fact, no government has ever been measured the way corporate performance is measured.

“Which brings us back to your project. The BICO concept does work in government. As I pointed out we already have it working in the judicial system, even though it might not seem that way for judges – who are allowed to operate pretty much as OSLs. But the ideal would be to have the entire governmental operation using the same kind of decision making system judges use. The point is that we’re talking about decision making, not about exercising power. The judge is trying to use the best informed composite opinion approach – which we can hope has been shaped by the influence of the IPS process on previous thinkers – while a doctor may be applying both systems, plus often seeking consultation. The actual ideal would be to have the analysis and planning done with IPS and the decision making done by BICO, both operating in real time. They complement each other. They really do. You’ll see.

“In our operation the FOVs send requests to LVU and my department figures out what we think is the most rational answer to their request and then Mary’s department reassembles our thinking and sends it out in a sales pitch format. In other words, her people think like politicians and we think like – we think like some kind of function that doesn’t exist in a democratic form of government. At least not yet.”

He smiled at Mary and said “Is that too simplistic? And am I giving him too many clues?”

“Humph!” Mary said. “It isn’t too simplistic. You guys do all the hard work – the research and analysis, but it’s just a mission statement where he’s concerned. And I don’t think we’re giving him too many clues. The sooner he figures it out the better, I say!”

Then she was silent for a moment and her eyes became very thoughtful. The others waited for her to speak, and finally she said “Did you give him the basic basic behind BICO?”

Malcolm gave her a slightly surprised look and said “I didn’t really go into detail”.

“The BB on BICO, Andy” she said, “is that emotion clouds the mind. Emotion is toxic to logic – and vice versa. And when two parties are trying to sort out an argument, the best way to do that is to refer the disagreement to an unbiased, unemotional third party – or process. That might be one wise judge both respect, or it might be an impartial group of people. That’s the basis for the whole judicial system – having decisions made by unbiased, unemotional third parties. That’s the best source of best informed opinions.

“And as many arguments are caused by misunderstandings due to hi-frax definitions as by violations of the law or by violations of personal rights. You need to put the blame on causes, not on effects. What Malcolm has been telling you is how to minimize hi-frax – but he hasn’t gotten enough into the thing about stopping disagreements before they start. He wants you to minimize disagreements among the public, and then among their surrogates, so we can all get on with the business of being alive and doing our own thing – and being able to see the government run the way we expect it to. If you do a thorough IPS analysis, the final disagreements are usually over timing and priorities.

“And we’re doing a number on you – asking you to judge the validity of our ideas before you pitch them. You’re a BICO of one. But on the other hand, laddy, we’re doing our own evaluation of you to decide if you’re qualified to judge us.” Then her eyes twinkled and she said “So far we’re pretty sure you’re good enough for government work, but the jury is still out on the rest of the question.”

Talia gave her a poke in the ribs that almost made Mary spill her coffee, and they all went to the cafeteria for lunch.

The Money Idea

As they finished lunch Talia asked “What would you like to do this afternoon, Andy? Talk? Golf? Sightsee? Sleep?”

“I don’t know” he replied. “Do you have me scheduled for something you haven’t told me about?”

“Not really” she answered. “Frank and Chang have a tee time, and they invited us to come along if we wanted to play with them.”

“Let’s do it” Bellander said, so joined the others at the pro shop.

“All work and no play makes bad joss, Andy” Chang said as they shook hands. “Tell you what we’ll do – I’ll take Talia and we’ll play you and Frank for a five dollar Nassau. We’ll all use our regular handicaps. OK?”

“How about you and me standing Frank and Talia?” Bellander asked.

“I heard she beat you” Chang replied.

“So?” Bellander asked.

“OK” Chang said. “You and me, and they’ll give you three strokes a side.”

“If he’s with you, we’ll give him one stroke a side” Talia said. Chang grinned and nodded.

“You’ve got a game, suckers!” Frank said. “Hit. It’s the last time you’ll be up first.”

It turned out that Frank and Chang played their friendly game by the official rules of golf, plus a couple of rules of their own. It took a few holes before Bellander got used to the comments on how difficult his next shot might be – because it was into the wind, or downwind, or fighting a side wind, or uphill or downhill – or innocent sounding questions like ‘Do you breath in or breath out on your backswing?’. He began to enjoy the gamesmanship of it, and even joined in a few times as he learned to make distinctions between their friendly needling and their more subtle mind games.

But when they stopped for a drink after the first nine Bellander said “You guys surprised me. Talia hinted you might be hustlers, but I never dreamed you’d be as sneaky as all this gamesmanship. Especially at an institution with such high ideals.”

“We only do it during fun games” Frank said with a laugh, “but never in real competition. We drive Nik and Stefen crazy. They’re such straight arrows! And Steve is so suggestible. Nik tries to retaliate by giving us our own medicine, and he just can’t bring himself to be unsportsmanlike. He’s so funny, trying to be a good sport by trying to act like a poor sport. But when we laugh at him that makes him mad, and when he gets mad he just buckles down and beats us, so we don’t do it as much with Nik anymore. And Steve’s no fun because he won’t try to retaliate. Much too courteous and gentlemanly – plus he has learned to concentrate and block us out and make his shots anyway.

“But don’t get us wrong. If the crowd at a basketball game tries to distract a guy shooting a free throw or the crowd at an actual golf tournament tries to distract a player who’s trying to concentrate, we think that’s the ultimate insult to the guys the crowd thinks it’s pulling for. That’s the same as saying whoever you’re pulling for isn’t good enough to win on his own – and every professional athlete I know just hates it. There’s a big difference between having fun and trying to win by cheating.”

“Why do you do it in the first place” Bellander asked. “It’s the last thing I’d have expected to find at Lexus Valley. Is winning really that important?”

Chang looked up from checking the teams’ standings and, with his irrepressible grin, said “We just added our own two rules to the rule book. Rule 35 is that you should only play golf with nice people, and Rule 36 is that you can’t touch a guy when you’re trying to distract him – and you can only distract him if you’ve got a bet. This is for money”.

“I don’t believe you” Bellander replied.

“Good lord” Chang mused, “I don’t believe this guy understands the value of money. And he’s my partner, too. Tell me, Andy old pal” he said, “is a coin a symbol of work you’ve already done or is it a symbol of work you promise to do in the future?”

Frank gave a mock moan and said “Ohmigod, here we go”.

Talia glanced at her watch and said “Do you know, Andy?” Bellander shook his head and looked at them suspiciously. “I think I’d better say no” he answered.

She turned to Chang and said “Go on, tell him your story. I’ll have the pro shop let a few groups go through but keep us a spot in the schedule.” She walked away.

Chang smiled and turned to Bellander “What we’re actually trying to do is give you a crash course in how to be a mental artisan, and if you’re going to learn that you’ll need a perspective on what money is all about.

“Money, you see, is about promises. When somebody gives you a coin because you have done something, your work is already done. But when you accept payment you are also

accepting the other person's promise that they, or their surrogates, will do an equivalent amount of work in exchange for that same coin.

“You may get to specify who'll do the work for you, but how much work that coin will buy will be controlled by two things – your expectations and the next person's motivation to make good on somebody else's promise.

“Ideally, you see, a coin is supposed to be a universally transferable promise regarding exchanges of work. Most people haven't thought about it, so most coin recipients don't realize they're a participant in somebody else's promise. This leads to fluctuations in the values of the promises and violates the implied warranty concerning promises. The implied warranty is that anybody who sells somebody on some idea becomes co-responsible for the results that implied promise causes. Right?”

Bellander nodded. “I'll accept that.”

Chang glanced at him carefully and said “Violation of the implied warranty is the bane of civilization right now, Andy. And the news media are the worst violators, because they do it for money – but let's just stick with the matter of defining coins for the moment.

“Inflation means there are more coin promises in circulation than workers willing to make good on the promises those coins represent, so coin value goes down. Which means you have to spend more coins to get work done. Inflation doesn't increase the numbers of jobs or workers; it just decreases the value per coin promise – so the net effect is that current work has less coin-related value than past coin promises. That's the way politicians try to pay off budget excesses – paying off old bills with cheap money – which hits the public with a loss of purchasing power, but the pols don't have to call it a tax.

“Deflation means there are fewer coins in circulation than workers willing to make good on the promises, and that scarcity means you can spend fewer coins to get the same work done because more people need to get their hands on coins. If there are fewer outstanding promises than there are workers willing to make good on them, the value of the coins goes up because there is more demand for coins than for workers. A recession reduces the demand for having work done because coins with which to buy the work are harder to get. It doesn't decrease the number of workers – it just increases the value per coin promise, which means past promises had more value than current work requires.

“As coin availability goes up, coin promise value goes down, so the owners lose wealth. As coin availability goes down, coin promise values go up, so the workers making good on the promises lose wealth. Does that make sense?”

Bellander narrowed his eyes and gave him a non-committal look.

“To help Talia get all that into perspective” Chang continued, “I created a parable about how coins might have been invented. It also shows how motivation affects coin promise

values. It may not improve your perspective on money all that much, Andy, but it will help keep you from assuming that the word 'money' has a simple lo/frax meaning. I'll bet she made me tell her this story at least two dozen times as she was growing up."

Chang launched into the story in his inimitable rapid fire fashion, using a variety of hilarious accents.

"Let's start by imagining a very ancient village, set on the edge of a small river. Everybody does their own thing, and the primary reasons they live in a group is for safety and to make it easier to find mates.

"Everybody knows how to collect grain and bake bread, and how to hunt wild goats and train camels and make tents. Some are better at some jobs than others, but they don't share tasks except in emergencies, and there's only a limited amount of trading of either raw materials or finished goods. The village simply has no universal set of economic values.

"One fellow, who is called the baker because of his ability to bake bread, says to another fellow, who is called the hunter because of his ability to catch wild goats, 'I really like goat meat, but it takes me two weeks to catch a wild goat. I can collect enough grain to bake four loaves of bread a day, and I enjoy doing it, but hunting interferes with my bread baking something awful. I have a problem.'

"And the hunter says 'I can catch a goat a week, but I can't eat all the meat and some of it goes to waste. And I like bread but don't have time to collect the grain and bake, so when I bake I can only find time to average a loaf a week. I've got a problem too. Tell you what, I'll trade you half a goat a week in exchange for a loaf of bread a day. OK?'

"So the baker says OK. And they enter into an Economic Contract.

"Then the camel trainer says 'I like bread but I have to spend so much time training my camels that I don't have time to collect grain, so when I find time I can only bake a loaf a week, like the hunter. I know you can bake four loaves a day, so you've got bread to spare. I happen to have this camel I inherited from my dear, departed uncle. Great camel. Took me a thousand days to train her, but she's well trained. How about you give me a loaf of bread a day for a thousand days, in exchange for the camel?'

"The baker says 'OK, but I get the camel now.'

"The trainer says 'I agree. And I've got a suggestion to help us keep track. I have these round pieces of metal left over from punching out harness rings. I call them coins. I'll give you a thousand of them, and every time you give me a loaf of bread you will give me back one of my coins. They'll be proofs you've done your work, as promised. When I have them all back, I'll know you have discharged your part of the Economic Contract.'

“So they do it. And with the help of the camel the baker is able to collect enough grain to bake eight loaves of bread a day. But he's lonely, has no one to brag to, and begins to get social ideas. So he goes to Omar the tent maker and says ‘I want to barter with you for a tent that will help me attract a wife.’

“Omar says ‘Have I got a tent for you! With this model the women will be slicing their way through the walls to get at you! By the way, I hear you can now bake eight loaves of bread a day. Is that right?’

“‘Yes’ says the baker.

“‘That is marvelous’ says Omar. ‘You must be the greatest baker in the world! Only a tent such as this is worthy of a man of your talents! Notice how the stripes go up and down? They make you look taller when you stand beside the tent. And I'll sell it to you for only 2,000 loaves of bread.’

“‘I'll take it’ says the baker, ‘and I'll give you four loaves a day for however long it takes to pay you off.’

“‘Agreed’ says Omar, ‘except I want a special deal. I only want one loaf a day, just like the hunter and the trainer. But since that is the going rate, all you have to do is borrow 1,500 of those coin markers from the trainer and give me one loaf and three coins a day. That way you'll have the tent paid for in only 500 days. Those three markers will be promises of bread you'll bake for me in the future, when I give them back to you and ask you for it. OK?’

“So the baker gets the tent. And he finds a wife. And between them they begin turning out 16 loaves of bread a day. So they begin an advertising campaign by standing on street corners and yelling how much easier it is to barter for bread from a professional than to bake it yourself.

“Now there's a fellow named Mustafa in this village. Does odd jobs. Always seems to know what's going on. More of an observer than a doer. And the boys down at the coffee shop say ‘Mustafa, what the hell is this Economic Contract thing all about?’

“‘It's all very simple’ says Mustafa. ‘We have two types of Economic Contract in operation. Both use coins, but one kind of coin is proof of work already done and the other represents a promise of work that will be done in the future. I call them credits and debits. The second one is just like the markers you give me when you promise to pay your gambling debts. It's all very simple.’

“But there's trouble brewing in Eden. Omar is passing out his spare markers in exchange for trade goods, and is promising his trading partners that the coins represent one day of work – one loaf of bread which the baker will bake on demand. In other words, the value of the coins is pretty much pegged to the bread-demand rate of the hunter and the camel

trainer. But the average household can bake two loaves of bread a day and everybody begins to say Omar is cheating them.

“That won't do, so Omar gets the village elders to convene an Economic Council to figure it out. They set the official rate of exchange at two loaves of bread for one coin – and they decide that the baker won't be the central bank anymore.

“Which means Omar's coin price for a tent is doubled, without discussion. And which also means that the hunter's and the camel trainer's deals are devalued by half – and they scream loudly but are outvoted. The baker feels as if something is wrong, but he isn't unhappy. He still has lots of bread to spare, and he is wheeling and dealing and beginning to feel like a Superior Being.

“The Economic Council also decides to limit the number of coins which can be in circulation. There are 20 families in the village and 365 days in the year, so they multiply those numbers together and determine that there can only be 7,300 coin promises in circulation – enough to cover the amount of baking/working days at the rate of two loaves a day per family, and no more. Very logical.

“But that doesn't work, because the people who have special skills – which are also coming into demand – begin to accumulate more coins than they can spend in their normal barter opportunities, and begin to hoard them. People who want to get in on the action, can't. So the Economic Council creates two classes of coins: Subsistence coins and Wealth coins. And they put twice as many coins – 14,600 – into circulation. And each can be used as either a debit or a credit, depending upon whether you're making promises or taking promises, but those that get saved are classified as Wealth coins. Very neat. Almost.

“People who have only average abilities can only earn Subsistence coins so they find their purchasing power is cut in half again by the extra coins in circulation, but they can't do anything about it. Worse, the widows, orphans, aged and infirm who can't work can't accumulate either type of coin. So the Economic Council creates a Social class of coin and puts a few hundred more into circulation, to be given to those who cannot earn them, and who, incidentally, can't make good on the credit promises for any of the classes of coins. There aren't enough work days in the year for the village to discharge all the promises it has floated, but the Economic Council goes ahead – devoutly hoping there will be saving, not spending.

“Then Omar says to the Economic Council ‘I saw a wondrous thing at the next village. They built a road right out into the air, over the river. They call it a bridge. They can cross the river without getting wet. We should have them build one for us, because when my camels ford the river my tents sometimes get wet.’

“‘That's your problem’ says the Economic Council.

"‘But your robes get wet when you cross’ says Omar.

"‘You’re right, we need a bridge’ says the Economic Council. ‘Let’s get those guys from that other village to build us one.

“So the engineers from the other village meet with them, and say ‘What are you going to give us if we build you a bridge?’

"‘We’ll give you 2,000 coins’ says the Economic Council.

"‘What are coins?’ ask the engineers.

"‘Why they are proof of work already done, and also promises of work to be done in the future’ answers Mustafa.

"‘Shush’ say the elders, but it is too late.

"‘And what is their value pegged to?’ ask the engineers, who happen to understand numbers.

"‘They’re pegged to one full day of bread-baking work’ says Mustafa, ‘which amounts to two full loaves per coin.’

"‘We see’ say the engineers. ‘OK. Well, we’ve already built one bridge, so give us 1000 coins for work already done. We’ll call that our professional retainer fee for knowing how to do it, so that puts us on an even footing. And since we’re more advanced in bread-baking than you are we can average three loaves per day. Therefore, for us to build you a bridge you will give us another 3,000 coins, as promises of work you will do for us in the future. On demand.’

“The Economic Council cussed, discussed, thought and bought, and the bridge was built.

“But the people soon found the engineers were demanding payment on the promises and making people from the Council’s village do manual labor on engineering jobs. And the village workers were forced to work all day for the engineers to honor the Wealth and Social coins in circulation, then work most of the night for Subsistence coins so they’d have bread on their own tables.

"‘Mustafa’ said the boys at the coffee shop, ‘what the hell is happening now? Each coin looks the same. What is different?’

"‘It’s the same as before’ says Mustafa. ‘The Economic Council has seen fit to put more coins into circulation than there are working days to pay off all the promises. So while we all started about equal in terms of bread-baking productivity, the value of our Productivity

Purchasing Power has been eroded because we allowed the Economic Council to make promises in our names.'

"'Those of you who only have Subsistence-value earning ability are having to make good on promises the politicians made in your names – but your bread is actually being given to the engineers. Coins no longer have a value of two loaves of bread to you. You can only earn a little over one loaf with a full day's work – providing you can earn some additional Subsistence coins somehow, with a second job.'

"'In my case, I spent a whole week writing a book on the subject. It was three pages long, and I put everything I knew about coins into it. And, at a price of two coins per copy I thought I was going to become Wealthy because of my special ability – but now I'm cleaning up after camels again.'

"'As the demand for special types of productive skills goes up, you see, we with special skills expect to get more bread per coin or more coins for our bread – but the Economic Council has put so many coins into circulation they have diminished the value of our skills. And as our value goes down, we feel we have less Purpose in life.'

"'This thing called demand factor is good, because it means people are willing to trade promises of future work for goods they can get today. That keeps the coins in circulation and keeps the economy from stagnating. But if some people spend money they're supposed to be hoarding, other people find that more coins are available and are easier to get, so they place less value on them.

"'Some people, you see, only develop the ability to spend money or to make money – and they think that ability constitutes a valuable, rewardable skill. However, two of the major laws of economics are that people must trust people to not spend foolishly – and save the rest for a rainy day, such as old age. When that trust is justified – you'll find that not spending foolishly is the skill which earns the greatest rewards. But the caveat, of course, is that the public must elect politicians who do not make false promises about how much work can be done in exchange for the markers they float – because the public's Wealth will float right out the window.'

"'If the value of the coins is pegged to a universal level of productivity, the whole thing is almost equitable. Providing there is also that demand for various people's special abilities to stimulate a thing I call the General Economy. It all ties back to personal productivity and initiative and responsibility, however, one way or another, and we simply don't have a standardized universal measurement of value.'

"'For those of you who aren't selling your special skills, perhaps barter is better. But don't plan to live around here, because the Economic Council just invented taxes – and you will have to give them some of your coins in order to pay your taxes.'

"Plus – the prophets are now requesting that offerings to the Water God be made in coins, too. That means you have to put a coin in the basket before you cross the bridge, so your purchasing power will go down again because we'll need more Social coins, which means you'll be getting even less bread for a full day's work. Which means you'll have to do more work for the coins you do get, and the politicians will probably try to solve the problem by putting more coins into circulation, thinking they've increased availability, but to no avail. We'll all have to add creativity and initiative to our productivity and be thrifty about spending to make it all work. For my part I expect you to pay me with a free cup of coffee as a reward for taking the time to explain all this to you.'

"'Mustafa' says the guy who runs the coffee shop, 'we don't know what to think of you anymore. Once we thought you were our philosopher and village poet. Now you say words which seem to make sense – but have little meaning. Why is this?'

"'I am the first economist' says Mustafa. 'I now get paid for talking about money.'"

"Do you buy all that malarky, Andy?" Frank chuckled.

"Well, at least now I think I know what economists do" Bellander replied with a laugh, "but I'm not so sure I followed all that stuff in between."

"That's fine" Chang replied. "But let's check on what you know about how this business thing works.

"Let's say you like toasters and you decide to try to make a living selling toasters, and you open a store. You estimate the local demand and predict you might sell an average of fifty toasters a week for each of the fifty weeks you won't be on vacation. Now you have a limited amount of capital to invest in inventory, and you find that there are ten different models available and that each comes in ten colors – so you decide to limit your investment by selling only one model, but you decide to carry all ten colors in that style.

"Now your chosen model carries a suggested retail price of \$20 each, and you find out they only cost \$5 to make if the factory builds 100,000 units per production run – so you tell the factory you want to buy 10, in assorted colors, at \$5 each. The factory says they'll sell you 100,000 at \$6 each, or they'll sell you 100 at \$7.50 each – but to get the \$7.50 price you have to sign a wholesaler's agreement and agree to keep at least 50 each of all ten models in stock at all times – in ten colors for each model – and allow the retailers to buy from you at a suggested wholesale price of \$10 each in onesy-twosy quantities.

"Let's say you want to make \$10,000 profit on your chosen model, before taxes, by the end of the year – so you figure that if you become a wholesaler you'll have to sell 4,000 of those units at a \$2.50 profit but if you become a retailer you'll have to sell 1,000 at \$10 profit. You projected that you could sell 2,500 units at 50 a week, so everything looks rosy at retail. Almost.

“Your downside forecast is that you might only sell two a week, by the way, and it’s pretty obvious that if you only retailed two a week of the one model for 50 weeks at \$10 profit each – you’d only make \$1,000 profit. And think of all the unpaid-for inventory you’d be stuck with if you tried to be a wholesaler. So what can you do?”

“Can you add another \$90 onto your retail price – go from \$20 each to \$110 each – and still expect the public to buy from you? Or can you try to sell to the public at large at the \$10 per unit wholesale price – and find that none of the retailers will buy any of your inventory from you because you’re cutting their throats, and that all of a sudden you have to pay huge marketing costs – trying to get customers to drive to your warehouse – to get rid of all that inventory? Do you ask the government for help? Or do you look overseas for some factory that’ll make toasters cheaper – but maybe at a lower quality?”

“I wouldn’t get into the business” Bellander replied. “And you’re right – I don’t see how anybody can make a living in sales, either at retail or wholesale. I always assumed that if you went into business you could just work long hours and you’d end up making a living. And what you’re telling me is that the government can’t control the economy – at least not for very long – and that all economic forecasts are suspect. Right?”

“Right” Chang answered. “You’ve been too close to the government too long, Andrew. Too close. You’ve never had to understand simple business arithmetic. And you’ve never had to meet a payroll. And if you were running a tax-supported government that spent more money than it took in, that’d mean you and your politician buddies were going to have to confiscate everybody’s total income just to pay for your stupidity. Communist governments have to collect taxes too, you know, because there ain’t no such thing as a free lunch in international trade either. Money doesn’t do politics. Do you see?”

They resumed their game, and Chang kept talking as he drove their cart.

“Nobody in government actually has much of an idea of what money is, Andy” he said. “They think they can go several trillion in debt and not have to reduce the debt if they just pretend that they’re operating according to a balanced budget that’ll keep the budget at that new level ad infinitum. Money has no meaning to them, except in terms of what it’ll buy for them – and that includes both the material possessions they can buy with their paychecks and the votes they can buy by spending tax money.

“Keep in mind that those Senators and Representatives receive federal paychecks – they don’t get paid out of the treasuries of the states they represent. They’re actually federal employees – employees of all the voters, not just the ones who can vote them out of office. And those federal employees usually think that they control the economy according to how long they run the printing presses. Very few of them have ever had to meet a payroll or meet an operating projection for a business. The coin of the realm in politics is pretense – namely posturing and phony implied warranty promises.

“Federal accounting, such as it is, is done on a cash basis – which means the government lives hand to mouth and doesn’t have to pay off its debts like an ordinary citizen would if they were in the same situation. They guess at how much tax money will come in, and then they make certain they spend at least that much. And if that isn’t enough to make good on their pork barrel political promises, they have the system borrow the rest of what they want to spend and promise to pay it back out of future taxes. But then they resist raising taxes, so the value of our money keeps deteriorating. The secret prayer of every politician is that inflation will get so high that they can pay off the federal debt with cheap dollars – or at least pay the interest on the federal debt with cheap dollars.

“If the voters lived like that, 98% of them would have to file for bankruptcy. For as long as you and I have lived, interest on the federal debt has been one of the biggest items in the annual federal budget. That’s like making out your personal budget and finding that interest on your credit card debt – not the total of what you owe, but just the interest on it – is almost as much as you have budgeted to spend for food or for housing.

“That’s wild – but it’s worse than that! Congress has created so much off the books financing – stuff that the federal government is responsible for if something goes wrong – that the taxpayers are on the hook for the equivalent of two governments, not just one.

“And then there are the ambitious efforts aimed at putting laxatives into a lax economy. Have you heard of the Real Estate Investment Trust Act? Sure, I know you have – I know you’ve put money into a couple pretty solid REITs.” He grinned mysteriously, then continued with a sideways glance.

“Anyway, REITs have done a lot of good in some cases, but they’ve also caused billions of dollars in losses because they allowed irresponsible shenanigans. A lot of sucker games have been connected with it. And do you know that the REIT Act went through Congress as a rider on a cigar tax bill? How’s that for making good on political promises and achieving political objectives?

“As a matter of fact, the spirit of the Constitution is that each law must achieve at least a majority vote, on its own, before it can become law. That means that, in the eyes of our founding fathers, a very large percentage of the laws of this country could be called illegal, because they were passed as riders and weren’t considered strictly on their own merits. And that doesn’t include the rules – which must be treated as laws – the Executive branch makes in the course of administering the government.

“Can you imagine the Judicial branch reaching a decision on a case, then declaring that that same decision would apply to a list of cases they attached as riders? Without hearing any evidence or debates on the rider cases? Decision-making is decision-making is decision-making – except in the Legislative branch!

“Does that sound like anybody is using any kind of an initiative planning sequence, aimed at satisfying long range purposes? Or that they believe in the implied warranty?”

“Are you telling me that my project has to include some way to control the way we pass laws? And am I supposed to tell them how to control the economy?” Bellander asked.

“Yes and no” Chang replied. “The problem at the moment is that our officials’re being forced to work with institutionalized – but wrong – processes. They’ve decentralized the spending process to the point where about three dozen different committees are making spending decisions – so, naturally, each of them thinks it’s up to the rest of the crowd to enforce rationality. There’s an inverse ratio between decentralization and responsibility for budget control. What you have to do is to get everybody – everybody, not just the members of the committees – to feel responsible for what happens to the total. In their jargon, you need to make them – force them – to operate as a committee of the whole where fiscal responsibility is concerned. And they don’t have the feedback to cause that.

“But what I’m really saying is that you need to try to keep common sense and economic considerations in the public’s perspective. Once somebody gets elected to Congress, the pace of action and the huge scope of the problems they face makes them lose track of the value of a dollar bill. The voters simply can’t allow federal spending to be controlled by that kind of lack of perspective. You’ll have to help them bring it all back into focus.

“People realize that a day’s pay is somehow still supposed to represent a full day of work productivity, but we have a service economy today, not a manufacturing economy. It’s tough to measure service productivity. Our domestic national product index is already made up of 80% service – which includes governmental services too, you know – and the value ratings for services range all the way from \$5.00 an hour to \$500 an hour, and that’s on a Pareto scale. Do you know what a Pareto scale is?”

“I think so” Bellander replied as he prepared to hit a shot.

“A long time ago Elfredo Pareto did an analysis of the Italian economy and found that two percent of the families controlled 98% of the wealth” Chang continued. “Today in this country, 1% of the families control 36% of the wealth – and we say Pareto scale when we mean various skewed factors like that, such as that 20% of a sales force produces 80% of the sales, or that 25% of the customers produce 75% of the income. Things with a ratio like that. What I was saying is that a very large percent of the service portion of DNP comes from the low end producers and a fairly small percent comes from the top end producers – although I’ll admit the opposite is true of tax revenues. But neither one is a bell curve. And the biggest dynamic difference, in both power and economics, is that the small activity generators can usually be fired and the big activity generators – which includes the politicians – usually can’t.”

Both Frank and Talia, who were listening intently, started to speak, and Talia said “The Pareto scale applies to psychodynamics too, Andy. People can accumulate power the same as they can accumulate money, and the two aren’t necessarily the same. What we’re

saying is that when a few can abuse the many – they do – and the result is crime and tyranny.”

Chang nodded impatiently and continued. “And if the World Bank is loaning money to nations whose politicians aren’t going to pay it back, that has to be kept in mind. And if various pseudo-commercial activities are funded by governmental agencies, that has to be kept in mind too. Et cetera. When the money supply loses its purchasing power by so much that it takes a wheel barrow full of paper money to buy a loaf of bread – barter is better. You simply can’t continue to debase all those coin promises and survive.

“When the oil cartel organization was formed, it was run by people from nations who were used to getting what they wanted by force or corruption. The cartel started out with the goal of raising the price of oil to extortional levels, and they thought they could get whatever they asked. And I put almost all our operating capital into commodities, in case I had to start bartering goods instead of trading paper. Oil is so important that they were on the verge of bankrupting the purchasing power of every type of currency in the industrialized world. They were headed right over the edge of the cliff.”

Chang hit a super chip shot and they won a hole. He smiled in satisfaction, then the smile faded as he returned to the golf cart.

“Just a little more, maybe up to \$75-\$100 a barrel” he said, “and tens, or even hundreds, of millions of people would have lost their jobs. And most of the mortgages on most of the business buildings and residential houses in the industrialized world would have gone into default within a matter of a year or two. The cartel was on the very edge of starting World War III – and they didn’t even realize it. Frank’s fourth rule of ND would have applied – and the backlash would have devastated both them and the world’s economy. Millions would have been killed in misguided retaliation, and the oil producing nations would have been cut up and the pieces parceled out to the retaliators. Honor and morals and ethics and laws would have been totally disregarded, and it would have poisoned the values of those concepts for centuries to come!”

“I remember the long lines and the frustrations at the gas stations” Bellander said. “We had a lot of trouble, as it was. And I was never sure just what kept them from raising the price to \$100 a barrel.”

“One Arabian sheik, using common sense and the ability to sell his ideas” Chang replied. “He finally made them realize that the first law of marketing is that you set your selling price according to what the customer is willing to pay, not according to what you’d like to charge. He literally prevented World War III, and the rest of the world should have put a statue of him in front of their central bank buildings – but instead he got fired because he was getting too much positive publicity and wasn’t a blood relative to his big boss.

”Politics! Now there’s a crazy game. We went through a long period with the so-called liberals in control, and everybody complained about out-of-control spending. Then we put

a conservative in the top office and went from being one trillion in debt to being three trillion in debt – and everybody said how great it was. Go figure! And here we have an economy that's 80% service driven and we're worried about letting assembly work go overseas. That's a valid worry, of course, because it affects so many of the bigger-ticket wage earners – people who don't have a high tech education to fall back on if they lose their jobs – people whose skills can become obsolete overnight.

“But what we need to be concerned about is the creation of value-adding jobs – jobs governed by a new kind of demand factor, where the quality of a mental artisan's decision or contribution makes a difference in the end result. You see, Andy, the linking factor between assembly and service jobs is that three fourths of them require doing repetitive tasks. If a worker is doing repetitive tasks it means the worker can be replaced by a machine or by some other worker who'll do the same work for less money. It means a worker can't generate wealth by selling his or her special skills and discretionary decisions.

“It's quite possible to export simple service work too – you know, by modem, like having clerks in India type your letters for you and send the processing back by satellite. And if you want to outsource software writing but can't find the right local guys to do it – the tech minds of India are also writing complex software for customers from all over the world, with high quality and very competitive prices. .

“We're failing to educate our kids in the technological and discretionary decision making skills they need to help them make a living in this kind of an economy. We tease them by publicizing the guys who are making big money by doing non-repetitive tasks in unique ways – in entertainment for example, such as sports or music – but we never explain the BB behind those big earnings. We tell them that variety is the spice of life – but we never explain that variety in contribution is the key to making a better living.

“And if your economy is 80% service, and you're running trade deficits – what are you going to export so you can overcome those deficits? Service? Quality? And what if the guys you owe money to begin to call for payments – who's going to own this country?

“Is all this making sense to you? Do you have any questions?”

Bellander smiled at him a moment and replied “I keep thinking I understand you as you're talking, but by the time I think of a question I'm already several hours behind. I just had a vivid image of the Pareto effect in India. I imagined the gap between the uneducated and the relatively small groups of people like engineers and diamond cutters – and then I realized they also had to have tens of millions of professional people and merchants too – but if the Pareto number is two percent, that's still about 15 million very wealthy people.”

Then he grinned again and said “Let me go back to the beginning. How come the people at LVU call everybody else by their first names, but they call you by your family name?”

Chang roared with laughter, grinned and replied “It’s the inscrutable occidental mind at work, Andy. Either that or they didn’t know any better at the beginning, which is most likely. I just make certain they don’t misspell my name on my paychecks and ignore it. Besides, I like it this way. It’s a damned good identifier name, both verbal and visual, with a long honorable history behind it.”

Frank was having trouble with his game and Chang’s face brightened even more. “Come on” he said, “we lost the front side but we can beat them big time on this side. Let’s see your A game, buddy. We can still make \$5 on the Nassau.”

They did in fact win the second nine and have a better score for the 18 holes, and win five dollars on the overall bet. Bellander was amused at Chang’s pleasure in winning. Here was a man who was about to go back to his office and make multi-million dollar decisions, acting as if all was right with the world because he had just won five dollars. The needling and joking and efforts to distract made the game very amusing and relaxing.

And his mind was racing as he tried to figure out how Chang wanted him to put complex economic concepts into his initiative planning sequence.

“You guys always say ‘IPS’ when you’re talking about Malcolm’s initiative planning sequence. Does it go by some other name?” he asked Talia as they left the course.

“We sometimes say MBO” she replied, “but MBO was a topic the academicians over-analyzed until the executive world found the process too complex to use easily, so now there’s a negative connotation when you mention management-by-objectives as a useable process. More to the point, IPS emphasizes the P/P/O and MBO doesn’t always do that. Haven’t we been using IPS consistently?”

“I guess you must have been” Bellander replied. “I just have to stop sometimes and remind myself what all your acronyms mean.”

“That means you’ve become an official member of the team” she said with a smile. “Now you’re thinking just like we do. You’re cycling between lo-frax and hi-frax so you can assemble ideas more quickly. Isn’t that fun? Do you have plans for this evening?”

“I’ve got a lot of thinking to do” he replied. “I think I’ll go back to my place, then grab a bite to eat in the Tower about seven o’clock. Care to join me? That’ll give you a chance to get away from me for awhile and get back to your office. I’m planning to go right back to my place after dinner, though. Alone.”

She arched an eyebrow and grinned at him. “Yes, I’ll be happy to join you for dinner” she replied, “and no, I won’t try to go home with you.”

She giggled, then she looked at him earnestly and said “Just remember that you can also take over any lyceum anytime you want – and ask people to come in and discuss ideas

with you if you want – and use it as your office the same as you can do from your apartment console. All the lyceums are connected to the Commcenter, and I’ve had the Commcenter record and transcribe all the conversations you have had in any of the lyceums, and they’ve edited them into outline form too. I thought the first thing we might do tomorrow would be for me to make sure you were comfortable in using the lyceums.”

They parted, dined together and parted again. He was preoccupied all evening with trying to bring his project into focus, but try as he might he couldn’t quite decide what it was going to be. If anything, his perspective had grown too large to be useful. The options he imagined either seemed to lead to enormous bureaucracies or to a police state governed by some kind of elite group, or both. Talia offered no help, but her constant encouragement helped keep his hopes high.

Nik

When he arrived at Talia's office next morning she ushered him into her lyceum and began showing him the wide array of communications options the room provided.

"Commcenter, record and edit this discussion" she said as they entered.

"You've noticed that I've been requesting record and edit at the start of each session, both in offices and in lyceums?" she asked. "It's really unnecessary in your case, because they have standing orders to do that for you until your project is completed. I have to remember to hit the record button for the office phones, but they automatically monitor everything that's said in the lyceums, and if we ask them to they'll record and transcribe everything we say there. And they'll break it down into an outline if you ask them to – if there's a sequence to the thinking. Then you can call up the transcription or the outline on the screen at a terminal, or you can have either of them delivered to you as hard copy.

"You can also have them replay a video of the whole lyceum meeting if you want to re-live the whole thing – but you won't see the faces of the people facing forward unless you type in some commands and bring the front camera images on-screen. They're there, if you want to call them up. You can also have Commcenter make just an audio copy if you want, or they can record the session on paper or transportable tape or a mini-CD.

"You can use voice commands to have them put any item you want on the screen, but sometimes that can be slow because they're not always sure just what you want. As we go along you'll get into the habit of telling the Commcenter to bookmark something you want to recall later, and they'll do it. That makes it easy to recall anything to the screen – providing you can remember the bookmark name you used for that item. When you can't remember, they can put a master list of all your bookmarks on the screen and you can search until you find the one you've forgotten.

"That'll definitely get you into the habit of organizing your thoughts" she said with a chuckle. "My files have over 1,200 bookmarks on them – since I pared them down. I had actually let my bookmark count get to over 8,000 before I cleaned it up. That was dumb. But keeping it organized is easy once you get used to it. You start out with a main file, then add sub-files, then add sub-sub-files."

"It sounds to me like people who use the lyceums get some pretty elite treatment" he said.

Nik and Frank came into the room, and Nik gave Bellander an enthusiastic "How ya doin'?" greeting. Talia frowned slightly and Nik said "Sorry. We've interrupted something" and went to the service bar to pour himself a cup of coffee.

“As I mentioned before, anybody is authorized to use the lyceums” she continued. “All they have to do is sign up. But you’re the only one who has special dispensation to use them as an office. And you can literally go from one to the other – any of them – and the Commcenter will be able to pick up in the next one where you left off in the one before. You’d find it convenient. Most of the people at the work desks don’t use the lyceums though, because they can get nearly identical services right from their desks – plus they can tap into an on-going meeting directly from their desks.”

She looked at him a moment, then said “I should know, but I can’t remember. Are you used to using groupware programs?”

He shook his head and said “I don’t even know what they are”.

“It’s a type of software that interconnects a lot of people at the same time. For example, it lets you do brainstorming the easy way. One of us might call a brainstorming meeting for 10 or 20 people, and they could all bring their laptop computers to the meeting and plug into the central system. The software allows each of them to type comments at the same time the rest of them are typing comments, and everything would appear on the screen as if it was coming from one terminal. Or they can add charts or other graphics they’ve prepared. We decide in advance whether we’re going to follow the IPS, the Op or the Commcon sequence, and then we move through the sequence as a group. It assures that everybody’s opinion is brought into the process – which lets you avoid having the dominant personalities hog the session.

“We do discourage the keyhole gang – the people who are following the meeting from their desks – from contributing at that point, though. They are encouraged to add their ideas to the finished product, later, but they’re asked to not interfere with the give-and-take of on-site conversations during the brainstorming.”

“That’s super” Bellander said enthusiastically. “At least I think it sounds super.”

“How often do you use it in the lyceums?” Nik asked Talia.

“Very seldom these days” she replied with a smile.

Nik grinned as he saw Bellander frown. “I thought so” he said. “The reason they don’t, Andy, is that it’s just as easy for the people to stay at their work stations and do the same thing. The only difference is that they see the comments on their PC screen instead of the big screen. That’s the way Mary and Malcolm get so much productivity out of their project teams. Mary’s people can benefit from the BICO effect just the same as Malcolm’s. And each work station has nearly the same access to the Commcenter as a lyceum. For example, they can dictate or send rough typing, and the Commcenter will edit or outline or whatever they’re asked to do. There are time charge allocations to any of those services, though, regardless of where they originate – or else we’d have to have as many service people as initiators. That Commcenter is a very expensive operation.”

He glanced at his daughter and she smiled. “He understands it all, Andy” she said, “but he seldom gets a chance to use it. He’s as fascinated with all this as you are.”

“The fact is he feels left out” Frank remarked. “Everything down here in the basement runs so smoothly that they never ask him for help.”

“You know, that’s right – except when it’s time to pay the bills” Nik said. “I’m so used to the command and control routine upstairs that I feel intimidated when I come down here and everybody is making their own decisions and doing their own thing. Sometimes I get the impression that an LVU clerk could run the whole topside operation and have time to spare. I’m gunshy down here.”

Bellander noticed that Nik’s semi-boisterous attitude had quieted, and decided that his host really had been a little nervous when he arrived.

Talia laughed softly. “He helped teach us everything we know, Andy, and now he imagines he has emeritus status because he isn’t sure what his current responsibilities are.”

“Well, Nik” Bellander said, “I think we can all agree that my project is one of your primary responsibilities now. Right? So I give you an excuse to come downstairs?”

Nik nodded and smiled warmly.

“And would I be correct” Bellander continued, “in assuming that my project will be based, in whole or in part, on what you believe?”

“Not at all” Nik answered. “Not at all. Well – yes – I guess you’re partly right. We want you to reach a decision regarding process improvement, not principle improvement. And when I say principle improvement I’m not implying that I think my principles would be the only ones that would count anyway.”

“Well” Bellander replied, “the word is that you’re a pretty strict disciplinarian and that you’re pretty conservative in your views on how people should act in their relations with other people. Are you saying you don’t want the federal government to conduct itself accordingly? Can’t I infer that you want me to take a conservative POV?”

Nik grinned and said “Yes, I do – but no, I don’t. I think you’d have to describe Frank as a liberal, and I also want you to adopt his POV too. So where does that put you? Look at this.” He said “Commcenter, will you please put the golden rules on the screen?” Text appeared instantly, and Talia and Frank were convulsed in laughter.

“What’s so funny?” Bellander asked.

“The people down in the Commcenter are laughing too, Andy” Talia replied. “They had anticipated what he was going to ask for, and they had it cued in advance.”

Nik grinned again and said “OK, so they know me pretty well. But look at the screen, Andy. We’re trying to talk about universal concepts like this.” He gestured at the display.

Golden Rules

Brahmans [Mahabharata 5: 1517]

This is the sum of duty: Do naught unto others which would cause you pain if done to you.

Buddhists [Udana-Varga 5: 18]

Hurt not others in ways that you yourself would find hurtful.

Christians [Matthew 7: 12]

All things whatsoever ye would that men should do to you, do ye even so to them; for this is the Law and the Prophets.

Confucians [Analects 15: 23]

Surely it is the maxim of loving kindness: Do not unto others what you would not have them do unto you.

Jews [Talmud, Shabbat 31a]

What is hateful to you, do not to your fellowman.
That is the entire law; all the rest is commentary.

Muslims [Sunnah]

No one of you is a believer until he desires for his brother that which he desires for himself.

Taoists [T'ai Shang Kan Ying P'ien]

Regard your neighbor's gain as your own gain and
your neighbor's loss as your own loss.

Zoroastrians [Dadistan-i-dinik 94: 5]

That nature alone is good which refrains from doing unto

another whatsoever is not good for itself.

“Now, Andy” Nik stated firmly, “I believe in the golden rule, however you want to express it – and I think the government should too. But I disagree with a lot of the things the hi-frax philosophers and religious leaders have tacked onto it over the ages. And I disagree with other things too – especially the governmental processes around the world.

“For example, I don’t agree that you should turn the other cheek. Most of the time that’s the right thing to do, but there are times when you have to hit the other guy back. There is no escape from the fact that you have to fight constantly to maintain freedom, liberty and equality. In these times, at least. I believe in Frank’s laws of discipline, and in the ND corollaries. That means I’m not in favor of war, but there are times it is necessary. If we get into a war, I absolutely expect us to win, and to satisfy the fourth corollary as we do it. If our government used that line of reasoning we’d have a potentially strong military at all times, but we’d put far less money into super-fancy technology because we’d emphasize ND less and PD more. We don’t need it – at least not on an operational basis. We could count on diplomacy instead, because you can apply the four corollaries through reasoning – once you have established universally accepted purposes and objectives.

“Of course if you do things that harm other people, I don’t see any reason to let you walk around free – with the idea in your mind that it’s OK to do it again. Like hell I’ll turn the other cheek! And harming other people includes the implied warranty, which says that if a guy talks others into doing things harmful to themselves or to others, he should also suffer the full enforcement of the fourth corollary. That doesn’t preclude someone from saying what he believes, but it does endorse a preemptive strike at the first sign that harm may occur because of him inciting others to do dumb things. If you don’t discipline a kid and the kid grows up thinking it’d be fun and OK to yell fire in a crowded theater, then society has to apply the 4C rule at the first sign your kid’s on the wrong track.

“I know that may sound totalitarian – anti-Dr. Spock, dictating what people can and can’t do and infringing on their rights of choice – but I say I don’t have to be hurt by somebody else’s stupidity before I can prove they’re a threat to me or society in general.

“And the bible is only semi-right, or at least it only gets interpreted semi-right. It says an eye for an eye and a tooth for a tooth – and that gets misinterpreted – but it also says that false accusers should suffer the fate they tried to have imposed on the innocent, and I strongly agree with that. Especially where the implied warranty is concerned. And I don’t just mean the news media, either. Anytime a cop tries to falsify evidence or a prosecutor presents a biased criminal complaint, I say put that bastard in jail instead of his victim!

“Yes, I know I may sound tough and intractable – but it’s what I believe. And you’ve got to balance that against our beliefs that PD is the best way to avoid ND. Plus you’ve got to remember that golden rule thing – that I wouldn’t be willing to try to pass laws that I wouldn’t want anybody to enforce on me if I was trying to be a good person.

“For another example though, I only believe in helping those who need help through no fault of their own. In other words, I don’t feel any obligation to try to help anybody who doesn’t try to make use of their God-given gift of intelligence. If you get hooked on dope because you want to impress somebody or because your so-called friends offer it to you – don’t come to me. You made an impindor choice. If you got hooked on dope because a doctor tried to help you and you became addicted – I’ll try to help you. But in either case, don’t try to rip off somebody else to satisfy your addiction or I’ll try to put you away. The rights of the individual are paramount – that’s an absolute – but the golden rule governs interpersonal actions. You’ve gotta keep those things in balance.

“You might call me a conservative because of those beliefs, but I’d just describe myself as logical. I think the government should be more lenient in a lot of situations – and a lot more strict in a lot of other situations. In other words, I think the government would be both more liberal and more conservative if the whole system was simply based on a more logical process. In every case though, be it governmental or social, I’m on the side of the individual. People don’t exist for the benefit of governments. Governments exist for the benefit of people. Specifically, individuals.” He concluded with a clenched fist.

“You see, Andy” Frank interjected, “in the end it all comes down to communication, and to whether or not that communication is clearly understood. Nearly everybody has reliable common sense, and people will tend to come to the same conclusions once they have been presented with all the facts and understand them clearly. But the process is flawed, because hi-frax words lead to a mental infrastructure of misunderstandings.”

Talia’s eyes widened and Frank grinned. “OK” he said “I didn’t really mean that. I should have said that all people are Quest driven, and that those who share the same impindor pools will tend to come to the same conclusions. Sorry. Their Quest drives may affect their perceptions. OK? That’s the BB. Misunderstandings are derivatives of that.”

“But Nik’s talking about his personal philosophy, not about the whole of human psychology” Bellander replied.

“The point” Nik continued, “is that motivation does not necessarily provide mitigation. Expectations are like gasoline, and when agitators promise change – those promises ignite the expectations. Everybody’s Quest drive is different from everybody else’s so they all hear the promises differently – but any agitator can be fairly sure he’ll get at least a few people excited enough to take action, whether he’s right or he’s wrong. The problem is that in the confusion his followers will all actually be trying to achieve slightly different goals. We need to stimulate a better process, and we should start in government.

“To give you an example, there’s often a fairly obvious set of dynamic drives between wars. A war ends, pent up domestic demand boosts the post war economy, and in general everybody becomes reasonably happy. Then the demand eventually becomes satisfied and fades, jobs and purchasing power are lost, and frustration sets in. People are very adaptable, so if all that happens on a fairly slow time scale they’ll learn to get by on less.

But they'll wish for better – and if better doesn't come back, at least slowly, those expectations tend to make them become preoccupied with whatever religious or other hi-frax beliefs seem to promise change, or improvement, or satisfaction. Wishes, hopes, dreams, expectations. It's the search for relief from frustration – the RFF. That's the key motivator, whether or not Frank says I'm wrong.

“And that's where irresponsible politicians and agitators need to be curbed. Change is inevitable once expectations are raised, but it can be accommodated and accomplished thoughtfully instead of emotionally. Whether a politician or any other kind of activist is for a change or against it, they should be prevented from advocating violence as a means to support their end. If they do, they're imposing negatives on others.

“That's where hi-frax or other dysdefined emotional concepts begin to cause disruption. You get promises, promises, promises from the wannabe leaders. Misunderstandings resulting from hi-frax concepts, plus goofy impindor drives, are what cause everything from divorces to civil disobedience to wars. I call those agitators the goofy imps. I apologize for having a bias like that, especially when we preach that you should think intellectionally and act emotionally – and those people are thinking as logically as they know how. It's just that they're doing it all emotionally and imagining connections between hi-frax ideas that really aren't connected – directly, at least – and they end up making other people make fools of themselves too. That's cause for ND.

“Let me give you another example. Discrimination is common around the world, because people are frustrated by low Q scores and driven by wishful expectations. If you go down to Central or South America you'll find the masses are pretty tolerant of everybody else's race or religion. That's because there's a general feeling that everybody is in the same boat as far as expectations go. They've adjusted to a classic Pareto situation – where a small percentage is very wealthy and the general masses are very poor – but the masses think they're about equal with each other. Whether or not you think you're poor is pretty much a state of mind. If you can find subsistence, and if you don't have high expectations for achieving Quest proofs, you can be pretty tolerant of others. If your Quest is quiet, you don't think you're poor. If your Quest is disturbed – what I call the seekage syndrome – anybody who has some authority or is wealthy seems like an enemy.

“Now look at the Quest turmoil in the U.S. All those expectations and frustrations! All those people who feel they aren't measuring up to their own secret expectations and N/W/Ds – who think they're failing to exploit the Quest proof opportunities they imagine our culture provides – and that TV and movies and CDs and trade shows and advertising and the media in general forever seem to promise. So they imagine they've got to find other people – or things – to feel superior to. Or they submerge themselves in diversions. Or the really frustrated kids commit suicide!

“All throughout history, whenever anybody could be singled out by their appearance or their accent or their relative inability to protect themselves – they've suffered all sorts of what Frank calls IE, for inferiority enforcement, from other insecure Quests. Accents,

whether German, Irish, Polish, oriental, regional or lower economic class English or whatever, could make you a target for everybody who was unhappy with their imagined lack of Quest proofs and was looking for an IE opportunity. I'd guess your ancestors had a French accent and came in for their share of that sort of the I'm-better-than-you routine.

"Right?"

Bellander shrugged and replied "I suppose so. I don't really know."

"OK" Nik continued. "So the downside of having freedom and opportunities is that we have a general population feeling insecure and most of them still needing to pretend they're superior to somebody or something. Now it's easy to see how one guy might decide he didn't like a whole group of people – people he in fact probably didn't know anything about – but how else can you explain why a whole society would keep discriminating against one group or another? That's a social problem, not a governmental problem – but it'll have to take leadership efforts by our governmental officials, our communications media and our social and religious influential types to correct it.

"If you don't correct it, you end up with large groups of victims actually believing they are inferior – and acting like it – and they're apt to do whatever they think will cure their frustration.

"That's just immaturity. If every new generation has trouble finding positive impindors, they'll choose the route-of-fools, read all the trash, watch all the trash and listen to all the bullshit gossip the other fools try to spread as they try to satisfy their own impindors. We've had enough wars where soldiers have served together and changed their opinions of people they'd assumed they hated – so why couldn't a whole society change too? Does everyone in a society have to experience a war in person to grow up and learn that sort of thing? Why would a whole society continue to act like a bunch of poopheads? And what could the victims do to change it?"

He practically glared at both Frank and Bellander, and it was obvious he was quite annoyed at the thought. Neither of them answered so went on.

"It all does come back to Frank's Quest thing" he said. "And I'm trying to discuss it emotionally, not logically. But what might a victim – say a minority – do to overcome discrimination against them, Andy?"

Bellander shook his head, shrugged his shoulders and tried to settle deeper into his chair.

"Well" Nik said, "we all know that making money isn't the answer. That just tends to add resentment to the other imaginary reasons for somebody hating you or your group. No. You've got to somehow change their negative imagination about you into positive perceptions about you – gotta show you're their equal but aren't a threat to their secret efforts to feel they're superior. Of course that assumes you aren't an actual threat.

“Now it’s obvious that you can’t do that by building a wall between you and the other guys – hiding in an enclave where membership requires using a different language or belonging to a different religion. Isolation just exaggerates the imaginary differences between you – and it may or may not serve your Quest in the process. And you certainly can’t force them to change their opinions. The more aggressive you try to be, the more they’ll feel threatened, resist changing and increase their resolve – and you’ll have violated the fourth C. It’s OK to belong to an enclave – but it’s important that you belong to several other enclaves too.

“You can’t be a hermit and be safe. You can’t go into isolation, especially in a democracy, because the premise in a democracy is that there’s safety in numbers. You’ve got to let others know that you’ll support the objectives they have in common with you. It’s the no-man-is-an-island thing.

“But the first thing you have to do is show that you’re not trying to butt heads to see who has the most ND power. Gotta take the positive route, not the negative route – gotta go win/win, not win/lose. Democracy isn’t set up to cause that to happen – except in emergencies – so the first way to do that is simply to show that you understand the other guy’s frustration. Just acknowledge that you understand his secret problem. So first you simply use good manners. The two of you might disagree on everything, but if a guy gets your name right and seems sincerely interested in the fact you’re alive – well, he can’t be all bad. That’s the route your State Department tries to use.

“On a broader scale, though, as parents began to practice things like that – show changes in their attitudes towards groups of people they thought they disliked – children will pick up on it and within a generation or two a whole society of haters may start to look for new targets to tear down. Children have to be taught to hate, you know. But that doesn’t cure the immaturity that’s the BB cause – and immaturity comes from responsionalism.

“It’s a given that anybody with a low Q score will usually try to find somebody or something to hate. His subconscious will work on it until his imagination finds somebody or something he thinks he can safely bully, belittle and tear down – some target that can’t hit back at him. His actions may be covert or overt, but he’ll do or say whatever is necessary to make himself feel important. Everybody wants to feel important, and they’ll rationalize their justifications for ND in all sorts of ways. So how do you change them?”

Nik almost glared at Bellander, then hesitated and glanced at Talia.

“Wait a minute” Bellander said. “Aren’t you getting the processes for individuals and groups all mixed together? Or are they the same?”

Talia grinned and nodded. She and Nik exchanged cautious smiles, and he continued.

“I’m sorry, Andy. It’s actually easier with a group, because people learn from each other – monkey-see-monkey-do – but either way it’s the same process. What I was trying to lead up to is that it’s easier to try to give everybody positive impindors in the first place.

“You need to find ways to help build up people’s egos – accelerate their maturing process by helping them discover what seem to be reasons for them to be alive. And you’ve got to remember that an ego isn’t just about pride, it’s about the self perception of the Quest.

“You’ve heard the old gangland saying ‘To make a friend of a dangerous man, let him do you a favor’? That’s one way to neutralize aggression, but that still leaves you vulnerable because you still need to make him accept that you’re his equal. First, that means helping him find Quest proofs for his importance indicators. Maybe big successes, maybe small successes – but in different ways than he’s used to. Show him that violence and trying to enforce ND aren’t the only ways to learn to feel good about himself. And if he works side by side with you while he’s achieving those objectives, it’s like the soldier thing – the chances are he’ll gain some maturity. Toward you at least. If you can do that to a whole group, you obviously enjoy an economy of scale over doing it one person at a time. And our Phase Two thing is aimed at changing a whole generation at a time.”

“Are you just talking about neutralizing aggression?” Bellander asked. “What about all the people who have sublimated their insecurity and are doing negative things to themselves? Isn’t that what you might call self-aggression?”

Frank’s face brightened with interest and he started to speak, but Nik continued.

“Maybe I am preoccupied with social problems, but let me stay on this train of thought. If an individual does what I said, that might not make the discriminators invite their previous victims into their homes – just as I have thousands of friendly acquaintances I wouldn’t necessarily invite into my home – but they’d be a lot more willing to vote for them for the city council. I mean, if there was an African woman with a Chinese name who followed the Hebrew religion, she might get your vote once you’d worked together and gotten to know each other – but probably not before. Maturity is a matter of perceptions of where your Quest proofs are hidden, plus the addition of self confidence.

“Take my TV shows, for example. Our performers come from everywhere, and a lot of them have developed fan clubs of their own. That makes them role models – and we coach them on their responsibility on that – but we also go the extra step to create fan involvement. Have you ever bought any of the things we offer for sale?”

Bellander shook his head and said “No. I keep my money in my pocket.”

Nik laughed. “Figured we were just trying to milk the public out of every dime we could get, huh? Crass commercialism? Well, it’s more than that. Our kids design most of their own costumes, so we help them sell patterns for the clothes. And we sell videos showing how to do their dance steps. So for a few bucks you can buy videos of them wearing their

clothes and doing their dances – and getting along with other dancers who may not look or dress like your neighbors. And our prices are low so, aside from the royalties for the kids, we make a minimum profit on those things. Why?

“It’s part of our plan. If we can get people to try to make their own clothes and learn to do fancy dance steps as well as or better than our people do them – and be tolerant toward people trying to do the same things – we’re causing those fans to build up their own self confidence. And they gain a little more maturity with every one of those achievements. We switch them over from dreaming about being like their role models to actually becoming role models themselves. That’s big, m’boy. Big. That’s what the kids call ‘really becoming signified’. Now I admit that’s emotional stuff, not logical stuff – no intellectual training – but it’s a start. Improves their opinions of themselves instead of just making them try to raise other people’s opinions of them.

”The point I’ve been trying to make – and I admit I’m not doing it very well – is that you have to help the discriminators grow up a little, develop a more mature attitude. And you have to make them acknowledge that equality is a valid idea, and that – in some way at least – everybody has the potential to be as good as everybody else. You can’t claim you believe in America unless you flat-out believe in equality too, can you?

“I think you know enough psychology to know that there are some people we call dominators – but that such people aren’t necessarily tear-down artists?”

Bellander nodded and a satisfied look came over Nik’s face.

“That’s not the same as being a discriminator” he continued. “That’s just part of the normal mix of personality styles. We’re not trying to change personality styles.

“But once you get people interrelating with each other, you have to get them to stay in touch with each other – keep their perspectives expanding. It’s all right to live in an enclave and have your own language and your own religion – but at the same time you have to keep the rest of the world aware of who you are and what you represent. You have to be interested in them, and you have to show it. If you don’t, fear of the unknown may make them afraid of you – or they may decide you’re afraid of them and try to prove they’re superior to you in some way. It’s a toss-up between those two different types of reactions. You usually can’t impose your will on the immature to make them grow up – but society can, because a society can offer safety in numbers and decisions made according to the unbiased third party approach – and prevent individuals from imposing their will on you just because they haven’t grown up. It’s all about the Quest.”

“This all comes under what I meant when I said communication was the key, Andy” Frank interjected. “You can’t stop discrimination by just passing laws.”

“Don’t confuse me” Nik chuckled. “I’m rolling.”

“I’m beginning to have questions about all this” Bellander interjected. “Are you talking about changing the attitudes of masses of people, not just one person at a time, or are you talking about using a process to get individuals such as criminals to change, one at a time?”

“Very astute, Andy” Frank replied, “very astute. What you’re asking now is about the subject of TE – time economics – and your perceptions seem to be right on target. If you want to work with one person at a time you have to take the time to get to know them and identify with them, and they have to realize that you do. In psychology that’s called a therapeutic alliance. It means that you have rapport and empathy with them, even though you may not agree with their beliefs – a fact they also realize. What you have to do there is to use the heuristic method, not the imposition of knowledge method. You have to help them discover new POVs by themselves – you know, the old ‘A man convinced against his will is of the same opinion still’ aphorism. It’s very true. Broadly speaking, that’s the PD method – for one person at a time.

“That way is very time intensive though, and only parents or educators have the time to use it on individuals. What Nik is talking about is using the heuristic method on a wholesale basis, not a retail basis. We have a whole planet full of immature adults whose societies and families and educational systems haven’t helped them learn to think for themselves. The ideal is for them to learn by the application of PD, while they are young and before society has to teach them by enforcing ND.”

“I think that’s what I sensed” Bellander replied. “But what do you do about nations with totalitarian leaderships who have put together massive ND power and who are abusing their own citizens and threatening their neighbors?”

Nik grinned, stretched and replied “You use the safety-in-numbers thing – gang up on them and restrict their buildup of power. Strictly according to the four corollaries, you understand, you get other guys to go along with you and threaten to hit the totalitarians where it’ll hurt most. The only problem is that your gang also has to have to have the balls to do it if you threaten to do it, and most politicians are too squeamish to do that without public support – which means we have to educate the public to the fact the four corollaries are immutable natural laws, and that we all have to learn to obey those laws. That’s what true leadership is all about, and that’s the weakness of a democracy.” He shook his head.

“Dad!” Talia said, “It isn’t just a matter of guy stuff. What he’s saying, Andy, is that to defeat tyrants you have to put together consortiums of nations which all share the same perspective. And they have to understand the ND corollaries well enough to define common purposes and share a resolve to defend those purposes – and then they have to set objectives supporting those purposes according to the opportunities or dangers they see coming, and be willing to strive to attain them.

“Now that may mean making preemptive strikes against any nations who appear to be a potential threat to the universal purposes – which means the larger group has to have power first. But I’m not just talking about military action. In most cases it will only need to be economic negotiations – especially if they’re designed to affect the pocketbooks of the rogue leaders you want to control.

“It starts with one community having that kind of resolve, then one city, one county, one state, one nation – and then one consortium of nations. It’s all the same dynamic. But the problem with all the current systems is that the more people you get involved, as in a consortium, the harder it is to get a group to commit to a purpose. Purposes must precede objectives. And principles – based on perspective – must precede purposes.

”There’s where their maturity will get tested. They’ll have to figure out the tyrant’s purposes and objectives too, and make a decision on whether to use economic pressure or military force. Achieving conformity of action – not conformity of belief, mind you – is relatively easy to achieve under an OSL system. It wouldn’t be easy to get all the citizens of a democracy to go along with either type of decision though – because the military decision would probably mean they’d have to go do the fighting themselves or cough up the money to hire mercenaries to do it for them.

“That requires a re-education of about 70% to 80% of the world’s population though – to get them to understand these things and then have the courage of their convictions.

“But if you can get the people in a democracy to agree on their principles, their rules of behavior – OSLs may follow that lead. They’ll do that for their own safety if no other reason – assuming that democracy has the maturity to live by the four Cs. The de facto result will be that the leaders in the OSL countries will appear to be in agreement with the leaders of the democracies – and susceptible to following their suggestions. That amplifies the perceived power of democracy – and perception often outweighs substance. You know that from your diplomatic work.

”The population of a democracy can’t just pretend where the four Cs are involved though – because dictators are very good at playing poker and pretending. They just start running one bluff after another to see how that electorate will respond, and when an electorate doesn’t seem to have the resolve to try to enforce the ND 2C – that’s an invitation to exploit that weakness. It’s permissive – which is PD to a dictator – and if 80% of a population don’t know how to think like leaders, they’re sitting ducks for a dictator to take control over.

“And where a coalition of nations is involved, if one lacks resolve it can signal the whole group may not act, and that would also have the effect of promising PD to dictators. It doesn’t take many OSL manipulation shenanigans before the publics start saying ‘Let’s put the generals in charge again and let them make the ND decisions for us’. If you’re trying to live by the golden rule, having to enforce ND may seem distasteful to you – but let’s leave that kind of problem to Phase Two. It doesn’t affect your project.”

“Hmmm, yes, I guess that is what I was trying to say” Nik mused, then continued. “But to come back to the individual picture instead of the international picture, Andy, you’re looking at a world full of immature discriminators. It’s built into our psyches – which is why I said relief from frustration was so important. People believe in the golden rule, but only as it applies to how other people should act toward them – and they don’t associate ND with the golden rule. People often try to enforce ND secretly, in ways that won’t make other people try to retaliate, and that’s more appealing to our Quest drives than the core beliefs we pretend or imagine we follow. I guess the Quest drive really is everything – but, in any event, immature Quest drives aren’t competent to run governments!

“Being religious is supposed to keep that double-standard-ND thing from happening – but it doesn’t. Just getting to know one another better would go a long way, but immature people will often turn against their friends when their personal interests are involved. Frank’s self/self/fles/fles charts show that. But even mature people show up on the other chart – the pos/pos/neg/neg chart – which Frank says represents society, but which also represents the innate common sense of all the individuals in a society. The best way to help an individual become more mature is by helping him discover positive Quest proofs for himself. The best way to help a whole society mature is by helping them work with fellow citizens they’ve never met – and whom they’ve been trying to feel superior to. Which implies, I hope, that what we need is more citizen activation and less government efforts at achieving their objectives for them.

“Which implies, in turn, that your project is supposed to somehow get our government officials to frequently act as facilitators instead of forever imagining they’re supposed to be omnipotent leaders whose job is to spend tax money. Spending builds dependence, not independence! It’s the same thing as parents who buy everything their kids ask for.

“Now those officials could do that by secretly contriving to get the public involved in doing things they promised would satisfy some great purpose – you know, like get them to band together to protect the right to make raunchy movies under the first amendment, or something like that. But the public has to choose the purposes and objectives, not let their officials dictate to them what the country needs. They have to become mature and then they have to demonstrate their maturity. The public owns the damned government – especially in a democracy – and it’s time we found a way to make them practice what in the old days was called ‘husbandry’.

“But how can we do it? Get them to join political parties? Have you ever gone to a political meeting and taken a look at the people trying to be party activists?”

Bellander shook his head.

Nik continued, with a strong note of annoyance in his voice. “I’m not talking about meetings where groups are trying to solve a problem – I’m talking about the meetings of people who are actually there for Quest reasons, but with the pretended purpose of

helping a political party build its power. Going to a couple of those meetings will sour you on the idea of giving them money or letting them tell you what to think – which are the prerequisites for being a loyal party member. Those people aren't role models for how to run a government – or gain maturity. They're pretenders, getting their Quest proof kicks by trying to exercise indirect power through selling and subterfuge."

Frank and Talia exchanged glances of secret amusement, and Nik eyed them briefly before continuing.

"So – should you get the public to start up grass roots PACs and funnel their money into pet projects by hiring lobbyists? I don't think so. Or encourage stronger non-political affiliations like religion where you presumably already have an established point of view for your entire belief-group? I don't buy that, because religions are basically emotionally oriented, not logically oriented.

"Now I refuse to pay any man to do my thinking for me, so I won't join an established religion – but that doesn't mean I'm against other people doing it. If joining a religion gives people hope and lets them get to know what other people are thinking, that's great.

"There are things we don't understand. I acknowledge that. Frank tells me that a special colony of rats was developed in Australia for lab work, and when some of those rats were brought to the U.S. and modified to exhibit a new trait – that trait began appearing in the original colony back in Australia. Who can explain stuff like that?

"But the point I was trying to make is this – if the economy keeps getting worse and worse, or if the public's hopes and expectations for achieving other kinds of impindor satisfaction gets too high – then religion won't satisfy them either. They'll become more and more fixated on either exploitation or on teardown opportunities, no matter how radical or irrational those may appear to outsiders. Or how innocent their targets may be. I mean, if that's the only thing left that gives them a sense of self importance, those are the kinds of actions they're apt to take. Acting like animals is in their genes – and religion isn't apt to change most of them.

"Eventually, those people are going to reach a point where the frustration is too much and they'll start demanding official action to cause change. It starts with a few agitators, then the few talk the multitude into somehow making a disturbance, or perhaps even making a show of force. As every politician will tell you, when that begins to happen the best thing to do is distract them into being unhappy with something else or somebody else. A little political stage business. And that's even more wrong! That's no answer.

"Finding ways to get the peoples' minds off their frustrations is an age-old cause of war, plus starting a war helps the politicians keep their jobs. They can set up a paper tiger and tell the public that if they can kill it together, everybody's problems will go away. It lets the pols pretend to be leaders. And most of the time they can't even justify why they're doing it. All they know is that they've latched onto what sounds like a logical thing to do

– especially if they’re desperate to keep their jobs and it satisfies their Quest drive to act like leaders. That’s why we say motivation is not mitigation. Just because you want something doesn’t entitle you to use force to get it – and just because you know how to use force, or have the power to use it, doesn’t provide a purpose for using it.”

“You want to be careful there, Andy” Frank said. “You don’t necessarily want a system that causes one group to try to win by defeating another – you want a system that causes everybody to try to do their best, win, lose or draw. For example, having two major political parties is both good and bad. It’s good because it causes debates over problem IIDs and strategies – but it’s bad when party ideology selectively dictates which objectives its members should support. Your system will have to make the voters decide on what goals they want achieved, and which ones have which priorities – then let the conservatives and the liberals fight over the niceties of how to achieve them.”

“To go back to the thought that Dad wandered away from” Talia said, “I think he was saying that if a group is discriminated against, the best way to stop it is for them to demonstrate maturity and show leadership in helping everybody achieve objectives that benefit everybody. Or, in Frank’s terms, he who can provide Quest proofs has PD power to lead and or control. That’s how politicians and preachers and diplomats earn and exercise PD power. It’s a good point. Dictators rely on focused power – while democratic leaders rely on diffused power, which can have a longer lasting effect.”

Nik squirmed a little uncomfortably, realizing that his comments hadn’t been connected.

“I’m still not quite convinced that just setting objectives is the answer” Bellander replied as he tried to sort through the psychodynamics and philosophy. “Objectives are passive. An objective is just a trail marker. Malcolm talks about needing perspectives and purposes at the start of the IPS – and I agree with that. If you mix in a little imagination and creativity, you have a vision as your driving force – but I can’t see the whole nation sharing one vision on which trail to take – especially for a variety of purposes. We’ve just got too many uninformed and disinterested people out there – and too many trails they want to take. People who don’t really have a dedication to a purpose, to a driving force.

“The Bill of Rights is a list of actionable statements. It provides vision, perspective, purposes and principles – but we’re talking about people who don’t even know it exists – people who get imaginary identities from listening to rock and roll or watching imaginary achievements on the screen. People who think the ACLU is a subversive organization instead of a gung-ho supporter of our stated rules to live by.”

Bellander hesitated a moment, glanced at his audience, and then continued.

“The public not only doesn’t perceive a difference between initiative and operative thinking, they don’t know how to handle the responsibility that goes with leadership. And from an operational point of view – the pragmatic POV – national policy, which is established primarily by the president, is what provides our national leadership. And the

country bends in the wind like a willow on that, depending on the personality of whoever we elect to that office. The reason our politicians don't make a big thing out of setting objectives is that the public doesn't have enough perspective to agree or disagree with them in the first place. I still think we need to find a way to identify better leaders, or to train leaders better. The electorate doesn't have a personality. Don't you agree?"

"I understand your opinion, Andy" Nik replied. "And we may be disagreeing over semantics. But nevertheless operational activities also need to aim at achieving objectives more than at just solving problems – and the wellspring for that has to be an initiative approach rather than a problem-solving approach. That distinction isn't easy for responsional minds to see, because they're focused on frustrations. Responsionalists just don't take the time to analyze things because they're always in a hurry. The public is smart enough to make decisions if we can find a way to get information to them – plus show them how to use it. Your job is to find a way to get information to them, plus give them the courage of their convictions to make the hard decisions when they have to.

"Then it's a matter of getting them to take the time to think about what they're thinking. We're saying that perspectives and purposes, established by whoever has the ultimate power – which in this country means the voters – have to provide the foundation.

"We need the purposes and objectives sequence to tell the surrogates which problems to work on. If we don't do it that way the surrogates'll always be preoccupied with the past or the problems of the present – not with the future – and the people who are supposed to be providing leadership will be forfeiting their power to their surrogates. Or, to be more accurate, they'll be condemning both themselves and their surrogates to fail at operating a democracy. But the public is smart enough to set those P/P/Os. They've done it time and again in the past.

"In our present system, perspectives and purposes and visions originate from the Quest drives of the shaker and mover personalities – the surrogates – not from the voters' cognitive logic. We do want to change that, to get the public to learn to accept their real responsibility. That's our long range goal – and we realize that it's really long range. But your project will help start to change all that responsionalist reacting into sequentialist thinking. So your planning has to start with the government in general – by getting the public to focus on what they need and why they need it. Everything else will follow from your work. Everything has to start with a linear train of thought. Then, and only then, you can go all over the map.

"For more effective operations – especially since the world has gotten so chaotic – we simply must try to start with unified purposes and objectives. So that's your touchstone, Andy. So what we're saying is that we have to get the leaders – the people – to at least name purposes, so their servants know what general areas they're supposed to work in. In order to do that, the people must therefore have a way to impose cognitive logic on the movers and shakers, so that logic can then be passed along and applied to our operating systems. That's your general goal – linear guidelines. Then, after we've done all that – to

install even more rationality in our governmental operations we'll have to go upstream another mile or two and install the whole IPS system in the minds of the electorate. Get everybody to use the whole P/P/O sequence. And that'll take a long time. We know that.

“But first we need to establish working examples for the public to follow – and what better place to provide those examples than in the government itself? If you want the public to hitch its wagon to a star, you first have to get them to agree on which direction to go to get there. That means you first have to get them to agree on initiatives – which are based on principles, which are based on perspectives. That's more practical than waiting for several hundred million people to get in sync on an actionable vision statement – which would almost undoubtedly be based on some sort of an emergency. That's just more of the same old habit. The same old same old.

“Have you heard anybody use the acronym DIE?”

“I understand it stands for ‘definition is everything’” Bellander replied. “But I haven't heard anybody actually say it.”

Talia glanced at her father, laughed and said “He knows, Dad. And he can't imagine people saying DIE, with emphasis, and knowing it'd cause their listeners to stop following their train of thought.”

Nik frowned at her interruption, then laughed too and said “They all know it's the primary rule around here but they're all afraid to use the acronym. She's almost right, though. My point is that DIE is one of the core concepts of your project. It may take you a while to sort all this out, but a big part of your project will be to find ways to get the public to agree on clear direction statements. I guess we could all agree with your position that an objective is a passive statement, not an actionable statement – but its value as a measuring device defines whether you're sincere in your statement of purpose. If Malcolm didn't harp on that, he failed to describe the soul of your project. Did he?”

“He did. I certainly understand that” Bellander said. “Went in with it – came out with it.”

Nik nodded his head absently and pressed ahead. “We want you to get the government people to have to start thinking and acting according to that dictum, and then we think the public will pick up on it and start doing the same thing. That's what will help the public mature fastest – plus what'll return the real power of government to the people. It's what Delia calls the heuristic teaching process – getting people to teach themselves. But emphasizing the DIE dictum is what will clarify perspectives for them. And it's tough.

“Maybe I can give you an example. It's like a manufacturing company that decides to improve the quality of its products. They can aim to make their quality as good as their main competitor's – which is the same as saying no worse than that competitor's – but they should be saying their goal is to achieve the best possible quality that each segment of their customer base will be willing to buy, produced with zero defects. There's a hell of a

difference – and it’s a DIE difference! It’s the difference between controlling your future or just maintaining the status quo and hoping others don’t go past you – even though you know they’ll try

“It’s the same with a nation. What’s best for the nation is just that – what’s best for the nation, according to our peoples’ capabilities – but to use our best capabilities we first have to defeat that Tower of Babel syndrome. We aren’t talking very many different languages here yet, but we might as well be – because we aren’t communicating clearly and we can’t get our thoughts and our P/P/Os organized. DIE’ll give us clarity.”

“As I keep saying, Andy” Frank said with a smile, “communication is everything.”

“Frank says the Basque language is the best language there is for thinking clearly” Nik said, “and I guess all those old ships’ navigators proved him right – but since we’re standardized on English, what we’ve gotta do is do the best we can with what we’ve got.

“Our officials may have to check out a hundred potential objectives and even design protoplans – prototype plans – for each one before we find one or two with a reasonable capability of satisfying our purposes at first, but that’s OK because we’ll get better with practice.

“What we need to have you do is put a system out there – sell it! – that’ll make them keep practicing that in spite of themselves. And it all depends on accuracy of definition.

“That means a system where you examine all your real or imagined N/W/D requirements, and the ones you actually set deadlines for are your defined objectives. And the objectives you choose define your commitments to your purposes. But if you set your goal just to be as good as the other guy you’ll tend to end up short-changing yourself – because he’ll just keep improving what he’s doing. See what I mean? That means the responsional process is usually apt to solve the wrong problem because about all it reacts to are problems. You can’t float with the current if you need to go upstream.”

“I think I see. Yes” Bellander answered. Both Frank and Talia gave him slightly conspiratorial smiles.

“It’s when you factor in Frank’s PD versus ND concept that things get what I call excessively subtle” Nik said. “If your strategy for improving the economy is to exercise your power, you’d better make sure your objectives agree with Frank’s laws of discipline, because you can get better results by using PD than ND – far more from cooperation than from confrontation or restriction. But again – in a democracy you only get cooperation when you’re trying to achieve unified objectives. That means that somehow the public has to agree on the overall objectives and then the public has to learn to refrain from beating up on their governmental employees whenever a strategy doesn’t work.

“That’s what Malcolm calls fool/factor in management – and it’s the standard operating technique for dictatorships. But PD is like cement – it’s long term.

“Just remember that, in the big picture, having carefully chosen objectives is a more powerful dynamic than just beating the competition. Beating the competition is more apt to satisfy an impindor than to achieve a real purpose – and the win may only be temporary. DIE counts for everything in achieving purposes.”

He paused a moment and glanced at Frank. “How can I explain that?” he asked. Then his face brightened and he surged ahead again.

“You’ve gotta have something to sell before you can make a sale – and a lot of times, in politics at least, that just means some vague objective ’way off in the distance, not some really specific benefit. But you’ve gotta sell. Something. Know why?”

Bellander looked at him curiously, smiled and shook his head.

Nik grinned his boyish grin and said “We’re not trying to turn you into a preacher, Andy. It’s that if you just tell them what needs to be done, they’ll expect you to do it. That’s the responsionalist response, through and through.

“You know how it is – if you want to get something done, you pick the busiest person in the community to do it. And they’ll get it done, because they’re a doer. That’s not a good enough way to run a democracy. You’ve got to sell everybody on doing their part, or they’ll expect somebody else to do the work for them. That’s sucker work – bad TE – but it’s also the seedbed where dictators and political machines grow their power. You’ve got to teach your kids to pick up after themselves or you’ll pick up after them all your life. And they’ll find some other sucker to do their work after you’re gone.

“But there’s got to be validity in what you’re selling. You’ve got to sell people on having something to measure themselves against – because what gets measured is what gets done.

“Remember all the years the politicians claimed we were in a cold war with the Soviet Union? We didn’t think so here. By our measurements, the Soviet Union was sliding backward. At pretty high speed – but I guess that’s a relative statement. Oh, our leaders were sincere all right, and there was danger all right, because Russia’s history had made all their leaders paranoid, but as far as we were concerned our guys’ perspectives were out of date – frozen in terms of World War II. Our guys were basing their decisions on responsional thinking, not on currently available facts.

“In other words, our guys were on an ego trip and didn’t even know it. Once you experience success, you want to repeat what you did before and enjoy that feeling of accomplishment all over again. And that colors your definitions of your current purposes. In other words, you keep trying to satisfy an old importance indicator – especially one you’ve satisfied with ND power, not PD power. It’s just another form of appetite, with

no valid purpose and no actual objective. It's like trying to feel important by living on your ancestors' reputations.

“Once World War II ended, the Soviet Union was obviously strapped economically. You can't just spend, spend, spend – and that's what their leaders were trying to do because of their paranoid power-oriented mindset. If you're addicted to that, your workers become more and more disadvantaged, and you end up bankrupt or facing a revolution, or both. They were building better and better warplanes, and they were doing great work in space. But they were spending a fortune – beyond their tax income – and their highly ballyhooed so-called five year plan objectives didn't make any real sense. Now don't get me wrong, you can spend like that that if your people have no aspirations and if you enforce ND with an iron fist, like they did – for a decade or two, at least – but with today's communication systems and easy access to world travel, 'how you gonna keep 'em down on the farm?'" He sang the last few words, and his singing voice was actually pretty good, but it drew grimaces all around. He smiled broadly and immediately continued.

“The communist rulers simply didn't have the money to keep trying to spread communism by making war themselves. Their objectives were political conquests, so they could get their hands on more money, but they had their hands full just extorting cash from the various regions they had under control within their so-called Soviet Union. Remember that they were rulers, not do-gooders. They used their ideology as the excuse to enslave their various republics, but the fact was they ruled by the gun, and the only real loyalty came from the guys who controlled the guns – the privileged class who shared in the exploitation. Talk about your doubletalk crossed purposes!

“But the situation was almost identical to the one that brought down the Roman Empire – a privileged class had power, the non-power population consisted of prisoners, slaves and serfs, control was maintained by force – and the only way to generate wealth for their nation, and for their ruling class, was to conquer and then exploit the vanquished.

“But after awhile you get stretched too thin doing that. And worse, from the leaders' points of view, when they ran out of loyalists the only people they could conscript into their armies were locals, people from outside the power structure – who were not especially loyal to the old dogma the leaders kept shouting, and who weren't getting as big a share in the spoils of conquest. The soldiers' loyalty impinders were to the countries they called home, and they weren't motivated to go around the world killing people and losing their own lives to satisfy somebody else's reasons-why for action. When the soldiers did fight they pretended they were doing it for some great general good – but the fact was they'd be killed for treason if they didn't go out to kill strangers. And that house of political cards finally fell down.

“But starting a new world war wasn't in the cards for the Soviet Union. And you simply can't use ND as a sustainable ruling dynamic. And remember that none of today's soldiers can enrich themselves personally by bringing home a share of the spoils of war like the

boys did in the good old days. Today, the spoils of war go to the guys who design and build the weapons or give the commands – and don't do the actual fighting.

“The Soviet leaders did keep trying to spread communism by supporting some dictators who were willing to provide soldiers in exchange for cash in their own pockets – but the people around LVU didn't think communism actually represented the war threat or the political cancer that our politicians claimed it did. Not in terms of international military war. It did represent repression and oppression – but those are different subjects. Where it took over, it just tended to replace one ideology with a new ideology – both repressive.

“And the capper was the relationship between Russia and China. We knew the Russian and the Chinese leaders were frustrated and belligerent – because their systems weren't working as advertised – but we asked what could have made either one attack the U.S., and if they had conquered us, what they would have gained in spoils. Oh, if they had attacked us they'd have claimed it was for ideological reasons – but the real reasons you start a war is always to gain the spoils of war or to keep your own people from revolting or to hit a probable enemy before he hits you. Those benefits were missing.

“That wasn't in the cards for either country – trying to cross the ocean to attack the U.S. Bad logistics plus bad logic. Plus, you can't pick many goodies out the rubble that a modern war leaves. All you can gain is to eliminate a trading competitor, and war is too high a price to pay for that when you can do it some other way.

“They both had too much to lose if they tried to back up all their ideological talk with international military aggression because, you see, they couldn't trust each other. The politicians on both sides knew the promises of the guys on the other side didn't amount to much. But the real clincher was that if the Russians had tried to attack us, China would certainly have attacked them because China saw them as a bigger menace that we did. And vice versa. The rest of us needed to build power through affiliation, not arsenals. Affiliation is the surest way to minimize the threat of enemies. In fact it's also the oldest motivation in history for setting up mutual military agreements. It's the one Frank's laws would predict – and it's exactly what we say peaceful nations should do to protect themselves against crazies like Hitler. Provided those peaceful nations understand and believe in the four corollaries of ND.

“The problem is that peacetime leaders either forget or don't understand the dynamics of Frank's laws, so they don't think about them when they set their objectives. In fact, their political purposes – feeding at the hog trough – usually don't allow it.

“So LVU concluded that the so-called communist leaders in both countries were at least semi-rational, and probably much more interested in keeping their jobs than in sending their young people to be killed in an intercontinental war that'd be so devastating there wouldn't be any spoils to enjoy. According to our information, none of their decision makers appeared to have suicidal tendencies. It's one thing to send out young soldiers to be killed – because that just helps eliminate possible competitors for your own job – but

it's another thing altogether if your decision can bring missiles in on top of you and your boss. And your family. If there is another international war between the major powers, the soldiers on the front lines are probably going to be able to watch the missiles flying overhead on their way to the headquarters cities. The front lines may be the safest place to serve, because the real destruction will be going on behind them.

“So those hard liners used words and bluffs and posturing to intimidate the free world into buying their act – but they weren't operating from a valid reason-why position, and their real purposes and objectives were pretty easy to read. But our politicians picked up on their phony objective statements and used them for their own aims – which, as I said before, amounted to our guys trying to bask in their own past glory.

“Neither Russia nor China wanted the U.S. to think it needed to ally with the other, militarily, because that would have just caused a bigger build-up on our part. So we didn't think the so-called cold war provided a valid reason to worry about a real war. We figured our own macho guys were the ones who were off base, and all the U.S. really had to do was to stay strong enough to help inflict an industrial strength retaliation if the other big guys had started to fight each other and it spilled over. But we didn't see any reason to re-arm everybody, including Germany or Japan – and we felt our defense spending during that period went far beyond what was actually needed. Far beyond.

“That money could have been spent for better purposes – and produced much better benefits in the future.

“We needed to keep going full bore on weapons research and testing, but we didn't need to keep going into production. You know the routine on that. If you want some weapon for yourself you get your friends to buy a share of your production, and that way you can own some very expensive weapons for twenty million dollars a unit instead of eighty million dollars a unit. The military industrial complex is always looking for excuses to achieve economies of scale, you know. The only problem is that we didn't really need to stockpile the weapons in the first place because we couldn't show we really needed to protect ourselves – and all we did was end up adding more weapons to the world's arsenal. You can't tell that to a Congress that's still fighting the last war though, so they continued to spend, spend, spend – just like our imaginary enemies. Mutual paranoia.

“In the end the U.S. used almost the right strategy, but we did it by accident, Andy. You see, we made sure the Soviet Union spent all its money on military stuff so it ended up totally broke. But most of that had happened already anyway. It was probably best that it all happened relatively quickly, because that removed the option of their leaders using war as a political diversion. And it enabled a lot of our politicians to make a very good living for an entire lifetime by pretending to lead toward objectives that never should have been chosen or sold in the first place.”

Bellander raised an eyebrow, and Nik raised his hand, grinned and continued.

“You couldn’t very well make a case for us having to be prepared to fight brush fire wars because we never had a clearly defined purpose to tell us which fights to fight and which to avoid. We still don’t. Were our decision makers – our voters – committed to using our soldiers to stamp out tyranny wherever it occurred? No. Were we committed to supporting democracy wherever it arose, even if the people in that area were so illiterate that the idea of well-informed voters was a farce? No. Were we maintaining a giant military apparatus because we were still trying to fight World War II all over? Yes.

“What none of the politicians, or the older population, seem to realize is that ever since the end of World War II we have been involved in World War III – but it is economic, not military. That’s where our objectives should be directed – and they should be PD-oriented, but backed up by endorsement of the laws of ND. It’s all so obvious!

“Economic strength has become more important than military strength, and the crucial wars of the future will be economic, not military – but our politicians respond to impindor perceptions, not to reality. Communism is not a viable governing mechanism for economics – especially in a service-oriented country, which is what all the larger countries are becoming. Regardless of how you try to rationalize its statement of purpose, it’s just a sales pitch for another form of OSL. Its only strength is its ability to enforce ND, which gives it the power to tell its people what to think and how to act – or to pretend.

“Its mission statement claims its purpose is to serve its people, but its effect is always to force the people to serve the guys in power. It’s an excuse for establishing elaborate centrally controlled, ND-oriented – and corrupt – bureaucracies with the power to tell the people what to think and do. But since this country has never declared we’re against totalitarianism, it’s fair to say we have only been pretending to be against communism. Defeating communism was never our nation’s goal. That was only talk.”

“That’s certainly not the way I saw it from my desk” Bellander finally replied, “and that’s not the way the news media saw it either.”

“Well” Nik said, “all four corollaries of ND applied – and we didn’t use them. Think about it.

“You do have to be prepared to defend yourself against aggression or transgression. You should at least have access to weapons – appear strong enough to take preventive action according to the fourth corollary if you have to. But while confrontation and posturing can be useful, we certainly don’t agree that they’re the only ways to satisfy the first three corollaries. And the fourth corollary is a last resort. And in fact, a couple of centuries from now enforcing it should be carried out by an international judicial system and a law enforcement force, comprised of mercenaries, something like the French Foreign Legion. After you establish the first three corollaries – minimize the possibility of anarchy – all you really need is a well run police force and judiciary system to settle arguments between neighbors. You know what I’m saying – the third party decision maker thing.

“But furthermore, our stated objective was the containment of communism – which I assure you does not require large standing armies you really aren’t committed to using. We really weren’t mentally committed to stopping another Genghis Khan or Adolph Hitler if one had come along.

“A much better answer is to build up your economic strength – plus appeal to the N/W/Ds of the people who are having to live under those communist leaders. The so-called free world simply botched the time economics of the situation. There was no imminent danger of real war in that situation – and I don’t care what you say – so we should have made better use of the time we wasted trying to prove we were macho. It was more like we were in a poker game and letting the other guys read our cards. They may have been paranoid about us, but they were laughing about how easy it was to play our hand for us.”

“Communication, Andy” said Frank. “That’s the key. Information is power.”

“Look at the big picture” Nik continued. “You can’t commit your nation to upholding the four corollaries unless your people are behind you – and neither the U.S. citizens nor the citizens of our allies had the conviction to enforce ND on any kind of rogue neighbors. With the exception of protecting oil supplies, every minor war we’ve gotten into has been fought with fuzzy purposes and objectives.

“And furthermore again, it’s also foolish to say the government of every country should be a democracy anyway, because for a democracy to be successful the citizens have to be involved in making the decisions. And for them to make BICO decisions requires information, understanding and involvement – things that don’t count for diddly with populations who are spending every minute of their lives just trying to stay alive. And especially with populations which have been conditioned to be told what to think and do.

“The U.S. goes around saying everybody else should have a democracy like ours, when we aren’t able to make our own government work right, and we know damned well that the OSL mode – the so-called natural law mode – is all that most nations can handle at the moment. There aren’t many populations well enough informed to run their own country – and that includes our own. And until our system includes performance measurement feedback we aren’t worth copying anyway.

“But the fact is – the real danger to our own democracy is greater now than it was back then. Our surrogate leaders are drifting aimlessly, fretting over problems instead of aiming to reach goals, stabbing swords into the dark. Well-meaning people, trying to operate in a screwed up system. And I guarantee you the problem is in the system, not the people.

“We have political coalitions aimed at multitudes of objectives, but very few can get a national majority to back them up. Fiscal responsibility is one that gets national backing because we’ve gotten so deep in debt, but all the PLs – the pseudo-leaders – have a different strategy so nothing much really gets accomplished. We need logical analysis,

leading to consensus. There's always room for disagreement on strategies – which is why we need prototyping, not rush-to-use-it this-is-the-only-way promises.

“Most political groups fail to make good on their promises – since most of them are just aimed at winning elections – and that makes their followers more and more frustrated, so people in general become more and more willing to take positions that violate both the law and the Constitution. That's pure responsionalism – and that sort of thing could obviously be defined as un-American or anti-American, but the reactivists will always swear they're patriots trying to save the country from the rest of us. They really want action just for the sake of action because they're frustrated, lack a P/P/O and haven't figured out what will really work. They're not necessarily evil, but they sure aren't acting like leaders.

“We think you can show them a better way to go – and we hope you can do it before the shoot-from-the-hip hot shots begin to tell their followers to try to use force to cure some major problem. The threat there is that the teardown artists always have to find fault with somebody if they fail to make good on their promises, and that tends to create social sores that won't heal. It's what Frank calls the responsional reverberation effect.

“That's why democracy, as a concept of governing, is now at greater risk from failure of its own internal dynamics than it ever was from communism, Andy. The whole world is becoming restless – and the totalitarian strong boys and the other forms of dictatorship are facing the same sorts of problems with their systems that we face in ours. The difference is that we will be tending to become a dictatorship – while they will be facing revolutions that could turn their countries into democracies. It's all in how it is presented and perceived. As Frank says, it all comes back to communication and perception.

“Which brings me to another problem” he continued. “The news media. Freedom of information and the judicial system are the keystones in a free society's governmental structure. We need the media for the sake of having a public communication system, but our implementors are totally irresponsible in what they're doing. They're driven by economics, not by ideals. And the opposite of that – where a Big Brother sort of state apparatus decides what the people should or should not know – would be intolerable.”

He looked at Bellander closely and said “Have we explained the implied warranty concept to you?”

Bellander nodded and Nik continued. “The news and entertainment media – the commercial people – are far and away the worst offenders. The politicians are in second place, and the guys who falsify evidence are in third place.

“But it's not just the media managers. The politicians use the media irresponsibly too, and nobody cares. They're all so shallow! They haven't identified the reasons-why for their existences. They all lack a valid sense of purpose, and they don't even know it!”

Nik stopped talking, grimaced and looked around. Frank and Talia smiled at him tolerantly.

“Keep going” Bellander said. “I want to hear your opinions. After all, you and Delia are paying the bills for all this, so you have a right to speak your minds.”

Nik grinned and eagerly continued. “Here’s why I say that about the media, Andy.

“When printing presses first became available in this country, entrepreneurs found they could make a buck by talking to the sailors and other travelers and printing general information the public wanted to know about. As a matter of fact, the word ‘news’ may be the acronym for ‘north, east, west, south’, but I think it just stood for new information. Back in those days the value of information was really related to how current it was, of course, and there was a big demand to know news quickly because there might be things you needed to know about. There were real dangers, and there was a real sense of urgency, but if you were fore-warned you could be fore-armed. Those penny newspapers performed a much more valuable service in those days. Rumors at least made you think.

“Now the first advertising in this country was a ship’s bill of lading tacked to a tree on the commons, or on the wall of a tavern. The ship’s captain wanted to sell or trade so he could make a profit and move on. So it was natural that the printers started charging the captains for printing their bills of lading in the newspapers. The housewives didn’t get out much, so the captains were able to get their advertising into the homes. Better exposure.

“It didn’t take long before the primary business of the newspapers was to sell advertising, not information – it’s always better to be able to buy food than to try to eat your principles you know. The real revenue was in the ads, and the bigger the circulation, the more they could charge. They began to measure their success by tonnage – the more tons of newsprint they used, the more advertising they were running and the bigger their circulation. Any excuse for an extra edition was an opportunity to generate additional revenue. That’s why today you see the TV stations breaking into their regular programs with bulletins that have no real sense of urgency except to attract audience by claiming to be first – it’s a holdover from the old ‘extra’ mentality. But if you ask yourself what informational sense of urgency is connected with those special bulletins, you’ll seldom find any. It’s not information-driven, it’s money driven, pure and simple.

“In fact, Andy, if you use sense-of-urgency as a measurement to justify the actions of the present news media – there’s little to justify the existence for most of them. Check out your favorite sources of news and keep asking yourself – ‘did I really need to know that, and was it important that I learn about it quickly?’. They make a big thing out of immediacy, but that’s mostly just a bunch of horse apples. Some of it is out of habit, most of it is just designed to try to attract more audience. Turn off the sound on your TV as you watch the news, and pretty soon you’ll learn you don’t need it 90% of the time.

“The critics claim that my TV shows are mindless diversionary pap – but the fact is that most shows pretending to be news fall into the same category as my stuff. You’ve got crap and pap, and lots of talk about the first amendment, and you’ve also got sound bites and punchy exciting headlines designed expressly to attract audiences – not to inform or satisfy a sense of urgency. The major difference is that my shows help relieve tension and frustration, while their job is to create more of it. Most commentators are just shills.

“They focus on sensationalism – murder, rape, assault, fights, arguments – that sort of thing. And why do they do it? To build their audiences so advertisers can sell more rectal suppositories! The public doesn’t have a sense of urgency to need to know those things quickly. An occasional printed summary would do just as well – either on paper or on the Internet – but even the well intentioned media have to play the same game as their competitors just to stay in business. And all of them are putting out a steady stream of misperceptions. And as E-mail and pornography play bigger and bigger roles on the Internet, the established news media’re all watching their audiences shrink.

”Oh, I will admit that time economics plays a major part in all that. If you wait ‘til the end of the week or the end of the month to distribute the information you’ve accumulated, your audience won’t have the time – won’t or can’t take the time – to absorb all of it.”

He stared at Bellander for a moment and then said “For an example of their irresponsibility – as a diplomat with a military background you know the importance of playing your cards close to your vest when you’re involved in negotiations or trying to best someone in battle. If you tip your hand by giving away your plans, the other guy may win – or at least a lot of your people may die needlessly. Well, you’ve heard the reporters. If we’re involved in some international situation, they demand that our officials tell them what our next move is going to be and how well the enemy is doing. If we’re involved in a war, they demand that the commanding general tell them what he plans to do next or which of the enemy’s efforts have been the most successful.

“That’s not news – it’s pandering to responsionalism. No, it’s worse than that! If the nation is in a declared state of war and you try to help the enemy find out what our troops are going to do next – that’s an act of treason!”

“What Dad is saying” Talia volunteered, “is simply that most of the news media are totally commercially oriented, and their purpose for existing doesn’t coincide with any need to improve the governmental system. That’s not a knock against advertising. Nothing happens in a capitalistic economy until sales occur. But under today’s system the news media have no responsibility for helping you improve the government. They may try to help if it’ll attract more audience than it discourages, but unless you can sensationalize it or get the public so interested that the media will benefit – don’t count on them to promote your project. Neither the media nor the politicians are used to using the IPS approach the way business people or doctors or scientists do – because it doesn’t match their purposes. They’re pure responsionalists. Their so-called expert commentators probably won’t even be tolerant of your ideas.”

“As we all know, Andy” Frank added, “children learn from their parents and from whatever other role models they can find. That’s how they choose most of the impindors that motivate them – that’s how they decide what kinds of actions will establish their personal identities. The news media encourage them to choose impindors based on conduct that seems to get the most publicity – musicians, athletes, actors, criminals, etc. – and most people in the communications industry received their own defining perceptions from the news media, so they see no reason to fault what they’re doing. If the kids choose positive role models, fine – the media take the credit. If they choose negative role models, the media claims it has no responsibility. The news media are like dope pushers. They generate audiences by pandering to sensationalism – and, to them, audience size and retention define how well they’re serving their perceived purposes in life. You need to include that consideration in your thinking.

“After all, the people he’s finding fault with had no other way to learn. Remember that of all the people who ever reached age 65 in this country – about 50% are still alive.”

There was a general silence for some time, then Bellander said “I’m willing to agree with all that – or at least most of it – but what the hell is my project?”

“This isn’t working” Nik muttered. “Here we are, trying to give you perspective – and you already have worlds of perspective. This isn’t working.”

“I agree” Talia said emphatically. “We’re wasting his time. The sooner he sees what we are suggesting, the better prepared he’s going to be when he gets around to presenting it.”

Nik glanced at Frank, then said “And I think I’ve been trying to suggest to him to copy our systems – which may be correct, but may be misleading too.”

He paused a moment, then went on. “Have you noticed, Andy, that one thing we don’t have around here is a legal department? That doesn’t mean we ignore our lawyers. I generate a lot of legal work myself – mostly disputes with talent and with agents, both my own distributing agents and agents for our performers. That’s just the nature of the business. But our lawyers are independent, not in-house. And mostly we communicate with them electronically. Now I could make a good case for hiring my own legal staff and keeping them on site. It would be cheaper, but I prefer not to.

“Know the reason? Do you know what they call a lawyer?”

Bellander smiled and replied “An attorney? An esquire? A counselor?”

“That’s it” Nik said. “A counselor. A counselor is somebody you pay to give you advice, but whose advice you don’t have to take. A doctor is a counselor too. We’re conditioned to accept advice from both of them – but we don’t have to.

“The trouble with having lawyers on staff is that they make a living telling other people what not to do, and you get into the habit of expecting to do what they say. They get an OSL complex, but they don’t want the responsibility to go with their assumed authority. We don’t use an OSL system around here because our emphasis is on initiative, initiative, initiative – not status quo – so they wouldn’t quite fit in. Around here, everybody is a counselor to everybody else – but only if they’re needed. Our system makes that happen smoothly and dynamically.

“But keep in mind that the chief executive officer of a corporation doesn’t have to take the advice of his or her chief legal officer. The CEO can do whatever he or she wants, and it’s up to the CLO to try to clean up the mess if the CEO mucks things up. And it’s always been that way between kings and their counselors too, all through the ages.

“Now we think the thing our founding fathers left out of their democracy idea was that counselor function. To them, you see, a counselor was somebody who had the ear of the king – somebody like a prime minister. There was a centuries-old precedent for having a wise advisor to the leader so they understood the value, but they thought that the three branches of power would serve the same purpose to the elected officials. See the fallacy?”

Bellander shook his head. “I think so, but I’m not sure” he replied.

“The fallacy is that our elected officials aren’t the people who need the counseling” Nik continued. “In fact, the founding fathers didn’t even know what the Executive branch was supposed to do until George Washington created it, a piece at a time. At that time a lot of people assumed George was the king of America. But the kings in this country – the leaders who need counseling – are the voters! The founding fathers didn’t trust the OSL concept, and they imagined that the Executive, Legislative and Judicial branches were going to magically provide leadership – but what they overlooked was that those branches were just servants to the real leaders. In a democracy, in theory at least, the voters are supposed to tell those servants what to do.

“Now don’t get me wrong. The people in the Executive, Legislative and Judicial branches have tried to step up and discharge their imagined responsibilities – but they’ve never really had the authority to back them up.”

“Sure they did – they always have” Bellander replied emphatically.

“Not really” Nik replied firmly. “Maybe for the Judicial branch – but the Executive and Legislative branches had more accountability than responsibility. They’ve tried to do their very best – as much as the system would allow – and mostly all they’ve gotten in return has been criticism. Don’t you see – the damned dynamics are wrong! It could work so much smoother than it does! We’ve got to correct that. We’ve got to show the voters that if they’re going to take the place of an OSL they have to accept the responsibility that goes along with it. If they’re going to call anybody to account, it has to be themselves.

“They have to accept the obligation of giving clear, understandable, attainable directives. Finding fault is for preachers and politicians and the news media. Fault finding doesn’t create progress. Leadership and initiative create progress. So we have to help our voters become real leaders! Make them become real leaders – and stop placing all the blame on their damned servants!”

“So my project is provide a counselor function to a country full of disinterested voters who won’t have to take that counseling agency’s advice?” Bellander asked.

“Hey, that’s close!” Nik responded enthusiastically. “But we’ll also have to teach them how to think for themselves. We have to get them to do that out of habit. Make IPS a habit – even if we have to sneak up on them to convince them. You need to find a way to get them so interested in thinking like responsible citizens that they’ll make the initiative planning sequence second nature in everything else they do – and you can do that by using their own government as an example.”

“Dad!” Talia exclaimed. “You’re going too far!”

Nik just gave her a broad grin. “It’s going to have to happen some way. I’m just helping it happen.”

“We know that you, by yourself, can’t teach them all that, Andy” Frank said, “but perhaps you can get them started. The rest of that’s really a goal for Phase Two, and LVU will handle Phase Two. You don’t need to worry about that.

“All you’ll have to do is use the Commcon formula to sell them on wanting to learn the initiative planning sequence for themselves – and then you’ll have to give them a system improvement that’ll help them put it into practice. But it can be done. You’ll see. Just hook ’em with the old what’s-in-it-for-me routine, and tie that to optimizing the return they’ll get on their tax money. Talia has already exposed you to the tools you’ll need. Nik has given you a mixture of mission statements and broad hints and problems that’ll probably just confuse you as much as help you at first. But keep thinking about it. Once it all comes clear to you, I think you’ll be as excited as I was when I first figured it out.”

“Let’s keep talking about it instead” Bellander replied. “I know you guys keep saying you don’t want to tell me what to think – but if you’re going to be my counselors you have to at least help me figure out something. Right? Or have I missed your whole point? You want me to accept the counsel of LVU’s ‘Best Informed Composite Opinion’ – but you don’t want to tell me what the hell their opinion is?”

Nik chortled. “Now that’s what I want to hear! Now we’re getting somewhere. OK, tell me, Andy, will it be enough to just make the voters better informed thinkers – or will you have to increase their authority too? And if you can show them how to give orders – who will listen?”

“I think information really is power” Bellander answered. “If we can give them the best possible information, and tie it to tax dollars like Frank said – I think the power of the ballot box would be all they’d need.”

“We agree – sort of” Nik said. “But will you have to include a better way for the voters to discipline the politicians? Plus, bureaucracies don’t answer directly to the voters. Do you need a better way to discipline them? As you well know it’s almost impossible to fire somebody employed under Civil Service. The bureaucracies are a power unto themselves – not as much here as in most other countries – but a fourth area of governmental power nevertheless. Where’s your ND dynamic?”

“I’d think that would take care of itself over time, if we could get the voters activated” Bellander replied. “But help me sort out this power dynamic thing. You’ve been making me realize that I’ve been taking a lot of things for granted.

“For example, if the Legislative branch controls the initiative function – by following the desires of the electorate – by analogy the Legislative branch performs the same function as the leadership executives in a corporation. Am I right?” He got three affirmative nods.

“The difference is that the Legislative officials all stay in one conference room and try to operate at arm’s length, using management by consensus, instead of each running the whole shebang like the officers of a corporation would do?” He got three more nods. “And that’s why they try to micromanage?”

They all nodded again, but Frank said “That’s partly why at least”.

“Then that means the Legislative branch should probably have been called the Executive branch?” Bellander continued.

Again he got affirmative nods, then Nik said “Perhaps”.

“And the president of the country is not really the chief executive officer – he’s really the chief operating officer, who also doubles as head of sales. So you’re saying I could start referring to the members of Congress as ‘IOs’ – actually meaning they are surrogates for the real Initiative Officers of the country – the voters? We wouldn’t want to call them executive officers, because that’d just cause confusion. That word already has its own connotations.”

“Now you’re clicking” Nik said warmly. “But just don’t forget that – in this country at least – the president’s policy decisions have the same impact as law, plus he’s also the commander in chief of the military. The head sheriff – except he can’t use his deputies to control his own citizens. Except in emergencies. It’s sort of a demi-semi-quasi mixed basket.”

Bellander gave him a questioning glance. “I think I’m going somewhere – but I’m not sure where” he replied. “Everybody assumes that the structure of the government is the same as the structure of a corporation – and that just isn’t so. But you’re saying that all the politicking connected with the president’s effort to get a piece of legislation passed has little to do with his duties under the Constitution.”

“Definition is everything. You’ve got it!” Nik stated firmly.

Talia smiled. “He means you’ve got part of it” she said.

“No, I haven’t” Bellander replied. “I haven’t figured out if that counselor service should be aimed at the IOs or at the voters.”

“Both!” Nik said emphatically. Bellander glanced at him, raised an eyebrow and continued.

“What about the matter of annual budgets? The president has to tell the Congress what he thinks the budget should be, and then they have to tell him what they think the money should be spent on – and then they have to have arguments. Don’t they? Isn’t that the way the system works?”

“Yes, that’s the way the system works” Frank replied, “but where it fails is that they don’t have a way to make distinctions between current operating needs and anticipated new initiative needs. It’s more than a communications problem – it’s one of perspective. They aren’t required to keep budgets for future initiatives separated from Op system needs.

“As chief operating officer – or chief administrative officer, if you wish – the president should be telling the Congress what he thinks he needs to spend in order to attain their established objectives and/or keep producing the results that Congress has charged him with accomplishing. That’s one thing.”

Frank glanced at Talia and smiled, then said “It really is a matter of husbandry – which is why I keep saying he instead of she.” Talia gave him a grin and he continued. “As you know from your military experience, Andy, the guys on the front line tend to know what is really needed – and the guys in the ivory tower tend to think you can solve everything by throwing money or bodies at the problems. That’s one reason our founders probably gave the president the power of the veto. On the other hand, the reason the power to approve the budget is in the hands of the Congress is to prevent runaway spending by a president who isn’t experienced in governmental husbandry – and most politicians aren’t.

“But the thing we want you to be concerned about is the fact that the current system makes it so difficult for all those officials to keep current operating costs separated in their minds from the anticipated costs of needed future initiatives. Technically, the president isn’t responsible for setting initiatives, but everybody pretends he is and expects him to

have past and future numbers intermixed in his annual budget requests. He's treated as the de facto leader.

"And that's compounded by the fact that the Constitution doesn't actually require him to submit an annual suggested budget in the first place – so the whole process is sort of a farcical exercise. Then the various members of Congress begin adding their spending suggestions to their version of the budget – and in the end almost nobody is in a position to accept any degree of fiscal responsibility. And if you try to talk with any of those people about the federal budget, the frustration they feel is almost palpable."

"First of all" Bellander said, "how in the world can you say the president doesn't have to submit an annual budget?"

"It isn't in the Constitution, Andy" Talia said with a smile. "It's just a matter of practical convenience that has become a tradition."

Bellander shook his head as if to clear it, then said "Let's come back to that". He glanced at each of their faces, then said "But if the IOs are to really be in charge of initiatives they'd have to have a lot more oversight perspective and power over operations than they have now – and they do too much meddling already. All their micromanaging does is screw things up. Believe me, I've been there. We don't need to encourage more of that."

"We believe you" Talia replied. "But no, the Legislative branch doesn't need any more power. What they need is more information. Remember we told you that the Congress only needs to take the initiative planning sequence down to step five – Strategy?" She pressed some buttons and the IPS chart appeared on the screen.

Initiative Planning Sequence

- | | |
|-------------------|--|
| 1. Perspective | (learning, experience, connections) |
| 2. Purpose | (why, value statement, mission) |
| 3. Objective | (actional transition point) |
| 4. Problem | (isolate, identify, define) |
| 5. Strategy | (what, general solution, requirements) |
| 6. Tactics | (how, specific solution, action plan) |
| 7. Evaluation | (6 must serve 3) |
| 8. Implementation | (when, applied learning curve) |
| 9. Maintenance | (whoever owns 3 owns 9) |

"You picked up on the problem" she continued, "when you noticed that this is just for planning initiatives and, as you said, its objectives are passive. The operating sequence – where the actionalizers' jobs are to solve problems rather than set objectives, must be dynamic – and its time frames are more stringent. The chief operating officer of a corporation, and her staff, need feedback so they can keep adapting their strategies as new situations cause objectives to change. And since their environment is dynamic, not

passive, that happens all the time. The thing that gets totally overlooked in the governmental system is the measurement of achievement of the so-called passive objectives that were specified in the initiatives. The founders left out a great big gear there when they tried to design the machine. And objectives disappear as you pass them – but there’s no feedback in this system to let you know if or when you’ve reached or passed one. There’s no Maintenance function for measuring overall performance.

“The problem with the Op system is that it often gets so involved in reacting to problems that it doesn’t realize when new situations actually require a change in leadership objectives. The Op system’s evaluation step stays in seventh place in their sequence, but for them evaluation of tactics is on an after-the-fact basis. They really don’t have the authority to change objectives anyway – and that can cause self-perpetuating problems in its own right.

“That’s the oversight step you’re talking about your IOs needing to have – and you’re right, they do need it – and they can’t be forever second guessing the secondary objectives of the operating people, who in this case are the bureaucracies. It’s a TE thing. The IOs, in any organization, simply don’t have the time to spend on second guessing the Op systems – but the IOs are the ones responsible for setting and achieving their own new objectives as situations change, and there’s no governmental mechanism to alert the members of Congress when those times arrive.

“Another way to express that is to say that the IOs need to keep checking to see if the OpSys systems are IO’s objectives – because if the OpSys people aren’t achieving the IO’s objectives – 99 times out of 100 you’ve got a system problem, not a people problem. But if the Op systems aren’t achieving their own subobjectives, that’s an administrative problem – not a leadership problem. See the difference?

“The IOs need to stay focused on two things – making decisions, and finding out what kinds of decisions their constituents want them to make. But they also have to think in current-time-frame mode when they’re considering op budgets and future-time-frame mode when they’re considering initiative budgets – and they need feedback for a perspective on the first and broad knowledge for a perspective on the second.”

“Does that suggest” Bellander replied, “that Congress should be as much concerned with the statements of purpose as with the objectives? Couldn’t the bureaucracies tell Congress when a stated purpose had been satisfied?”

“Yes, and no” Talia replied. “Remember Malcolm’s cascade of objectives chart. The problem is that both perspectives and purposes are general statements, like the Bill of Rights, and we have to get the public to deal as much as possible in specifics – so their directives can be better understood by the people who will eventually have to carry them out. Your project will have to compromise on that point, however – perhaps only asking the public which purposes it’ll support. Or it may be up to the rest of us, behind the scenes, to make certain that Congress always attaches a statement of purpose – a reason-

why which identifies some kind of time frame and goal – to the voters’ objectives. But you’re expecting far too much if you try to ask the bureaucracies to make that judgment. And furthermore, they have a vested interest in never reporting that they’ve finished their work – because that might cost them their jobs.”

“Again, it’s the matter of communication, Andy” Frank said. “If your counseling function is going to provide the electorate – not just the members of Congress, mind you – with enough information to make informed voting decisions, its reports will have to include feedback data on the current status of current initiatives as well as the projected costs of future initiatives. The analogy might be that the electorate is to the government what a board of directors is to a corporation. The electorate needs a broad after-the-fact oversight report on how well things have been going, per their previous decisions, as well as information on what directions their counselors recommend they select for the future.

“With that data, the electorate can approve directions for their servants. And it’d really be more specific than you’re probably imagining it could be – because everything ties back into taxes and the annual federal budget, and proposed budgets should indicate both present and future agendas. Just like a personal budget. Each consideration, by itself, might seem unique – but the overall perspective would bring it all into focus.”

“If, as you say, the president doesn’t actually have to submit a budget each year, are you saying it should be totally up to the Congress?” Bellander asked.

“Not really – but it is their responsibility” Nik replied. “Having the president submit one too is undoubtedly a good tradition. What we are saying, however, is that the budget should have a clear dividing line between old business and new business. He should be concerned with what’s going on now, and they should be concerned with both that and the future.

“But Frank’s right, Andy, in more ways than one. I was pressing you about how you were going to enforce ND is your new-and-improved system – and I was waiting for you to say which one of his corollaries would take care of that. Which one?”

Bellander thought a moment and said “The first one– that you don’t have to experience ND to learn to avoid it. Of course! If the Congress gets too meddlesome, perhaps all we’d have to do would be to get the media to criticize them and let the public decide whether or not they’re meddling or helping – depending on where in the hierarchy they’re sticking their noses. It’s usually just one committee that’s doing the meddling, and the chairman of that committee wouldn’t want negative publicity – but if the data indicate that a little meddling is needed, that chairman would just be doing her job. That’s a green light.”

“OK” Nik said, “and if a committee had a legitimate reason – whether it has to do with finance or performance – for poking around in the operating system, that same corollary would make the agency they were investigating sit up and take notice. We don’t need iron

fisted Congressional cops to enforce ND. As a matter of fact, I can see Frank is biting his tongue to keep from giving you a long list of examples of why PD is better than ND – but you already know that. And you’ll find that’s the chief PDX of this new system.

“But your answer is far more important than you may realize, Andy. You said information is power, and that’s all the power the voters need if we maintain the present system. And you’re right. But now combine that answer with your last two answers. See what I mean?”

Bellander thought a moment, then replied “You’re saying that if I can provide the voters with enough information so it’ll put the fear of God into their surrogates, the officials will toe the line? Yes, of course. And the same could be true of the bureaucracies. But how do I do that? Increase the size of the FBI or the General Accounting Office by a hundred times, combine them and turn them into a government auditing agency? Publish a list of all the dirty laundry in a quarterly newspaper?”

They all smiled at him enigmatically, but nobody answered.

Finally, Nik said “I’ll tell you this – whoever does it will have to have the highest code of ethics and honor of any government agency in history, Andy. The voters must know the truth – unless it would aid the enemy in a national emergency, of course – in which case democracy goes out the window. Our politicians and our government officials have gotten to the point where they think it’s OK to twist the truth, or not tell all they know – and the public doesn’t trust the spin doctors anymore. The decision makers at the top of the heap in any organization have to have the plain, unvarnished facts – and getting that kind of information to the voters has to be the heart and soul of your project.

“There’ll have to be safeguards. No negative report should be allowed unless its validity could be proven. No partisan innuendo, no half truths. But failure to file a valid negative report should carry the same penalty as treason, because hiding such information would be have to be considered subversive. That’s like lying to your boss, pure and simple.

“But at the same time the emphasis must be on PD, not ND. It’s just a matter of getting it structured right. The ultimate ND is the ballot box – replacing the surrogate decision makers – but that’s all the election function is really good for. Of course you can also call the ballot box the ultimate PD – returning those officials to office. What’s important is not making it a habit to beat up on government employees when things aren’t going right. Things happen.”

“Are you saying I should try to get the federal government to pass laws defining and enforcing the implied warranty concept?” Bellander asked. The group was silent, so he went on. “There is no way we could pass laws that defined every instance that might be an implied violation of the implied warranty. That’d be impossible. Right?”

“Yes, you’re right” Talia finally replied. “But if you tell people what the concept means to you, and if you get people to talk about it enough, eventually enough of the population will adopt your meaning as their own – and the public’s expectations as to the honesty of public statements will become more powerful than any law they could ever pass – and the news media would love to dwell on discussing violations. It’ll become the equivalent of common law – and it’ll happen, Andy. I guarantee it. The ND punishments, you see, would be shame and ostracism – and those are punishments which control conscience, not just conduct. To violate the IW in the face of such expectations would be to betray a trust – which would make it a personal, unforgivable insult. You can’t insult people and still control their opinions – or keep your job.

“After you’ve thought about this a little more you’ll see that honesty doesn’t necessarily mean you have to embarrass the nation by making all its dirty laundry public – but some kinds of dirty laundry do need to be made public, even if it’s a little embarrassing.”

Again the group was silent, then Nik looked at Talia and said “What I don’t think you have really talked enough about yet, in depth, is TE – time economics. That’s a BB key to everything. It’s not just what the voters are told, but when they get the information. How fast, how slow? We’ll have to get into detail on that pretty quick, don’t you think?”

She stood up. “I think he’s absorbing it as we go” she said. “It’s part and parcel of the IPS concept. Objectives have to have prioritized time lines. Et cetera, et cetera.

”Speaking as Andy’s facilitator, I think the TE is that it’s time we broke for lunch.

“I also think there are some other people who are going to be mad as hell at us for not letting them be in on the fun we’ve been having – so I’m going to phone the rest of the Blues and tell them we’ll be in here for the afternoon session. We’re right on the edge of violating the agreement we made with them.

“I was scheduled to spend this morning showing him how a lyceum works, and they’re going to think I misled them.

“Commcenter, don’t you make the calls! I have to make them personally – because I’ll have to take some heat for the way this has all happened. I’ll join you guys in the cafeteria” she said. She left, and the three men dutifully made their way to the cafeteria.

Blue Review One

Mary, Malcolm, Chang and Delia joined them for the afternoon meeting, and everybody exchanged friendly greetings, comments and questions for a few moments.

“OK” Mary said, “where do we stand? Don’t tell me he’s figured it all out”.

Talia turned to the new Blues and said “As I told you on the phone, Andy has figured out that the public would have a better perspective if the Legislative branch was called the Executive branch and the Executive branch was called the operations branch. He has suggested calling the legislative officials the IOs, meaning initiative officers. And he has perceived that a counselor function – to both the public and the officials – would be useful. And Dad has suggested that the implied warranty requirement for the counselors should carry the same penalties as for treason.”

“Is that all?” Mary asked. “You got us all excited about that? He’s just beginning to see the requirements. Is he just talking about some sort of a free standing think tank counselor function or is he talking about a government agency?”

“I think he sees it as a governmental function” Talia replied.

“You think?” Chang asked. “Haven’t you asked him? You’re just making assumptions? Force some commitments. Lean on him a little. Which is it, Andy?”

“I think it’ll have to be a federal service agency of some sort” Bellander replied.

“Let’s start with a different question then” Malcolm interceded. “Andy, what’s the purpose of having a government in the first place?”

“It allows a group of people to share the costs of things they couldn’t afford individually” Bellander replied. “I’m beginning to think it’s really based on an economic agreement, which results in producing laws of conduct as sort of a byproduct.”

“Well, that’s close enough for government work” Mary said with a grin. “In fact, it’s a pretty fair statement, Andy. It doesn’t mention common defense or services, and it might not apply to a dictatorship, but it’s good enough for the moment. At least you’re thinking outside the box I figured you’d be stuck in.”

“Let’s use that, for now at least” Malcolm said. “Governments do allow the citizens to share the costs of providing water, sewers, fire protection, police protection and those sorts of services – and they house the judicial system. So – how would you define laws, Andy?”

“Those are the rules the people who run the government establish so the citizens will know how to conduct themselves” Bellander replied.

“Not rules set by the people themselves?” Malcolm asked. “And what about the moral values – traditional things like honesty, equality, respect for human life and the property of others, love of country, knowing right from wrong – that sort of thing? Is it a requirement for a government to try to control those things by rules, as in a religiously run system? Should we try to legislate those things if we can’t count on the families or the religions to teach them? Could we count on counselors to teach them?”

“No, no, no and no” Bellander replied. “At least I doubt it very much. Do you guys think so? Don’t you think those things are all about PD, while laws are all about ND?”

“He’s picked up on the gobbledygook pretty quick, hasn’t he?” Mary asked. “I’m not at all sure that’s a good sign. Not a sign he’s an independent thinker.”

“Sure it is” Frank said. “His diplomatic training has just made him a careful listener.”

“I feel like a dog trying to get through obedience class” Bellander said.

“Woof!” Mary said with glee. “Have you been treating him like a puppydog?”

“No, I have not!” Talia said with a flush of embarrassment as the group smiled at her.

“Never mind their silly jokes, Andy” Frank said. “As I said, all of this comes right back to communication in the end. If you assume that all people are basically good, as we do, you have to find ways to get them to communicate and compare their beliefs with each other – and that’s where honesty, equality, respect for human life, et cetera come from. And unified objectives will occur too. They’ll just grow, like Topsy. Most of the traditional moral values will eventually follow too, because most are based on logic even if they’re rooted in some kind of belief which seems to preach something else – although it would probably take a few decades for that to happen. There is such a thing as universal common sense – an innate logic, if you will – but each person must learn to think for himself before it will assert itself.

“That’s both the problem and the challenge, because people must learn to reach cognitive decisions logically – and that’s not innate.

”For that to happen you have to first overcome peoples’ responsional tendency to go off half cocked – by giving them clearly defined facts to think with. People have the intellectual capacity to think logically, both cognitively and emotionally, but you can’t hide the facts in a hi-frax straw stack and expect them to sift through it.”

“That may take a bit of swallowing for you to believe it, Andy” Nik said, “but it’s true. Frank, give him a run down on the basic problems we’ve got today. We need to get back to the subject of objectives in a moment or two.” Several in the group frowned.

“The basic problem afflicting mankind today” Frank said, “is most easily defined by what I call the teardown syndrome – which is directly related to the lack of self confidence that comes from poorly chosen impindors.” He glanced around the group and said, rather defensively “He’s quite familiar with the Quest concept”, then continued.

“If your Quest to find things that will make you feel important hasn’t discovered the right impindors, you will subconsciously feel inadequate. And if your impindors vary from what society approves, society itself will become one of your problems. Regardless of the reason, you will have a tendency to try to tear down everybody and everything you imagine is making you feel inferior – tear them down to your imagined level so you will feel superior or equal or blameless in a given situation. I know he agrees with all that.

“We tend to call that the TS syndrome around here, which, obviously, means the teardown syndrome syndrome.” He shrugged and said “And I apologize for what must sound like a double entendre meaning”, then continued.

“We have a world full of immature personalities because youngsters find it so difficult to gain self confidence – and there’s an eternal conflict between logic and the Quest. Especially in the modern world, where a kid’s imagination can become addicted to things that don’t lead to self realization and where the advertising, entertainment and communications media try to cause people to have all kinds of fuzzy expectations. People end up trying to function as adults while they’re still being driven by juvenile hopes and dreams.

“If we can give them a way to feel they’re realizing personal achievements, that’s a first step toward maturity. Helping them build interpersonal relationships is the next big step. And learning to thinking logically, at least most of the time, is the key to both. That’s where hi-frax words and truth in advertising and the implied warranty come in. If they can develop an appetite for logic, that’ll tend to supplant the Quest appetite – which makes no distinction between logic and illogic. That applies to either individuals or nations.

“But we also have a whole world full of people who are conditioned to be told what to think – conditioned to think responsionally, using inexact definitions. That leads to frustration, which leads to preoccupation with problems, not to confidence in achieving goals – which in turn leads to residual feelings of inadequacy, which causes them to automatically find fault with others or to blame some outside agency for whatever happens. That’s the BB of the teardown syndrome. And the Quest drive feeds all that – and leads to becoming involved with elaborate pretensions to try to convince others we’re not what we imagine we are or it leads to using force to try to convince others that we’re their superiors. As they say, perception has more influence than substance.”

“So style over substance is a form of compensation?” Bellander asked.

“Partly” Frank replied. “But of course compensation is more than that. If a blind person develops a more acute sense of smell or hearing than the average person, that’s compensation too. Teardown and pretense are purely negative. Compensation can be either pos or neg. Pretentiousness is purely responsive.

“The hook is that being preoccupied with problems is a problem itself. In response mode, people who are trying to be proactive actually tend to be preoccupied with solving problems more than they are with achieving goals based on N/W/Ds – and that’s no way to run a government.

“The average person is simply more preoccupied with problems than with planning, and that causes them to fail to see opportunities. But the BB behind everything is the Quest to feel important. It’s the prime motivational dynamic. The Quest is what caused humans to develop their innate ability to use logic in the first place, but it is also the factor which has caused minimal use of that ability. It causes us to maximize the use of emotion, because emotional reactions are fast – even though they may sacrifice logic – and to minimize the use of cognitive logic, because it’s slow. We just don’t place enough value on logic. That’s why we say the PDX of the Quest is both a blessing and a curse.”

“And it’s why Frank says logic is toxic to emotion, and vice versa” Nik said. “But now let’s get back to objective-setting – especially as it applies to that crowd of mixed up minds we call the voters. If the only thing you know how to do is wrestle with problems, the only things on your mind will be a never ending series of problems. You are simply confused if you say your objective is to solve problems. That’s getting the whole thing backwards, and it’s not really being proactive – it is merely making you focus on frustration. Now speed is important – no doubt about it – but people have to learn that they can end up saving time if they place more value on logic. And DIE is the catalyst.”

Delia said. “Andy, as I’m certain you know, choosing impindors is emotional and mostly involuntary. It happens deep in the subconscious – and it begins when children are very young. Once you get to know yourself however you can make conscious choices, and you can consciously compensate for deep rooted impindors – but, for most people, they’re there for life. We pick most of them up somewhere between the ages of one and five, and it’s often very difficult to know we’ve got them – while those we pick up later in life tend to be stronger and perhaps more visible. You know – things like love or irrational hatreds – that sort of thing. In computerese you might say emotional mode is the default mode. Remind Talia to bring you over to our place for the Star Night ritual sometime. It’s a way to help people start to find a way out of the Quest maze. It won’t contribute to your project, but it’ll help broaden your perspective on what Frank just said.

“Nik wants to get back to the matter of setting objectives, but I want you to keep in mind how difficult it is for someone to try to show leadership in government when they’re being

driven by their own subconscious, built-in, motivating drives. The reason people set up systems is to overcome the mind's tendency to wander from the job at hand.

"Frank, have you covered the impact of frustration on motivation and effectiveness?"

"The easiest way to explain what I was going to discuss is to say that most people are driven by frustration, which is a symptom of the existence of some sort of problem" Frank said. "They'll deny it because they aren't using the word like I'm using it, but that's a valid statement. Both Mary and Malcolm define a problem as anything that prevents you from achieving an objective – but most people will define a problem as anything that keeps them from achieving an N/W/D – a need/want/desire. The result, obviously, is frustration.

"Now N/W/Ds are motivating factors, while an objective – in the IPS sequence, at least – is just a pre-selected point at which to take a time or progress measurement. It is, as you say, passive. And if you happen to be a member of Congress – you'll have lots of N/W/Ds and damned few real objectives. In a go-along-to-get-along world like that you're forever making deals and trading favors. Politicking. In other words, you're constantly making hundreds of minor tactical moves and not pursuing very many purposeful objectives. In the end, if you're not good at Commcon you don't satisfy many of your personal impindors either. That leads to persistent frustration, with no obvious cure.

"So what happens? You revert to doing things that give you a sense of achievement – whatever will satisfy your basic motivating impindors. That may be golf. Or gambling. It may be smoozing on the party circuit. It may be drugs or sex or alcohol or surreptitious bits of corrupt behavior. Whatever. By the way, frustration is also often the cause of the micromanagement meddling you mentioned – although it's usually understandable. But if you can't find anything that seems to satisfy your Quest drive, the end result is what is referred to as persistent anxiety – which can be an absolutely crippling emotional state – but which is just a symptom of that subconscious buildup of persistent frustration.

"Anyway, that's all true of the average person – and especially of those with a latent teardown appetite left over from their formative years. But when it applies to that particular group of people you're now calling the IOs, it has an almost completely negative impact on the quality of their work. They go to great lengths to try to combat it, but it's pervasive.

"What your project must do then is one, find a way for the voters to give the IOs unified, logical purposes and objectives to try to achieve and two, give the IOs a way to achieve successes in achieving those objectives – so they'll want to do it some more. You have to change the system so it emphasizes logic, from the voters' POV, not just cunning reactions from the politicians' POVs. You've got to help the IOs overcome the persistent frustration – we say the PERF – that's built into their job by changing the system they're forced to use. You've got to remember that they're human beings, and that it's the system than needs changing, not the people. The more consistent the successes you can help

them achieve, the more their competence and confidence will improve – and the better they’ll learn to use the new tools you’ve given them. They need a better system.”

“As a side issue to that, does that suggest the founding fathers were wrong to limit terms in the House to two years?” Bellander asked.

“Smart question” Mary said enthusiastically. “Smart question. He really is thinking, isn’t he? The answer is yes. There might have been a good reason for it in the first place, but not anymore. Gaining wisdom requires building a learning curve, and it doesn’t make good sense to keep replacing experience with inexperience every two years. Their purpose in having those jobs is to make decisions – and hopefully they’ll have developed that skill before they’re elected – but do they have to operate within a strange new system, and that requires a new learning curve. The reason we have to be able to replace them is if they didn’t know how to make responsible decisions in the first place, or if they can’t adapt. But a four year term for Representatives makes more sense – and maybe elect half of them every two years. Senators could stay at seven years, and the President at four years.”

“Andy” Delia said, “when you review the transcripts of these meetings I’m sure you’ll notice we’ve been mixing primary objectives with secondary objectives. Have you been noticing that?”

“I’ve been trying to keep them sorted out” he replied, “but I think I’m losing ground. In the first place, all of my experience has come from the operating side of the system – and now I’m having to add the IPS level to my perspective. I seem to keep losing track of where I think the participants should be.”

“Commedit, show the perceived purpose of this project” Delia said with a nod, and text appeared on the screen.

?????

Purpose

1. To enable the nation to be guided by logic in setting objectives in times of peace.

Delia smiled and said “I take it they’ve just been recording, not editing?”

“There hasn’t been much to edit” Talia answered. “We’ve just been rambling, and it’s all been general up to now.”

“You’re right” Delia said. “Perhaps I’m jumping the gun a little, but we can work on what they have. Commedit, show what you’ve perceived as objectives in what we’ve discussed so far”, and additional text appeared.

Objectives

1. To provide information to the voters so they can provide better leadership guidance.
2. To enable the members of Congress to fulfill their functions more effectively.

3. To provide a counselor function to voters.

Talia laughed. “We’ve already got project strategies mixed in with national objectives. Leave it there, Commedit. We need to keep sorting and re-organizing it at our end before we ask you to do anything with it.”

Delia smiled again and said “Chang, how much have you told him about economics?”

“Just my Mustafa story” Chang replied, “and that’s all I think I need to tell him. He’s aware of derivatives and stuff like that, because he understands gambling odds and actuarial statistics. I’m also pretty sure he’s aware that balancing a cash-driven budget can’t be achieved just by applying knee jerk solutions, so we have to institutionalize real long range spending planning. But I don’t think any of the rest of it applies here.”

Delia looked at Bellander and said “Perhaps we should leave all that to Phase Two of our project, Andy – our part – which I feel certain hasn’t been fully explained to you.” She glanced at her colleagues and received nods of agreement. “Actually, you needn’t be concerned about that phase, because the rest of us will tackle that part for you.

“The point I was thinking about was the need to put economics into your list of objectives. You see, Andy, as any economist knows – and as you certainly know from your own experience – Pareto’s law works the same among nations as it works within nations. Not only is our middle class beginning to disappear, the plight of the lesser developed countries is getting worse, in spite of everything the politicians – our amateur economists – try to do to reverse it. Most of the money the LDCs receive is simply diverted into the pockets of the political elite and their helpers – the OSLs and their buddies.

“And if we rely on including taxes from the lower economic classes for money to run the social programs we’ve come to rely on from government, our whole internal system will atrophy – and the chance to build a healthy international system of government will also disappear if we have to rely on funds from poor nations too. Corruption is a cancer – whether it occurs in day-to-day operations or in efforts to plan. However, the corruption we’re talking about here is mental, not venal.

“The industrialized nations keep getting richer – while buying less and less raw materials, and paying relatively less for what they do buy from the LDCs – and the lesser developed countries keep falling further and further behind even though we keep imagining we’re trying to help them. Plus there’s the matter that the wealth generator for the developed nations is becoming expertise and service, not manufacturing. But those are all Phase Two considerations, not objectives for your project. Those things will begin to fall into line once our country begins to get some rationality into its own national budget.”

“Andy” Chang said, “we never speculate in the currencies of the LDCs – but it doesn’t make much difference that we don’t, because others do. Plus there’s the fact some of our own states are less prosperous than others. So how can we improve economic equality?

“The first step will have to be to try to get some semblance of order into our national system. As Delia mentioned, in addition to bringing our federal debt under control, we need to figure off-budget commitments into our national budget planning. We’ll have to leave it up to the economic specialists to figure out what to do with the world wide problem, but improving our own money management should clearly be one of your objectives. If we could eliminate our debt plus stick to a balanced annual budget, we’d be so much stronger than any other country that we wouldn’t need a huge Defense Department. We’d just do what rich guys have always done – hire somebody else to do whatever fighting needs to be done. That’s a first step, and would leave plenty of money to help our own less-privileged states – and money to better educate and further the development of our less privileged classes.”

“But you said we can’t reduce our trade deficits if all we have to export is service” Bellander said, “so will the taxes on service pay enough to eliminate the debt?”

“Certainly” Chang replied. “The trade deficits are only counted in billions – while the federal debt is counted in trillions. We can do it with legal collaboration and by maintaining top quality in what we export.

“As you get this counselor project more clear in your mind, though, you’ll see that consortiums of our own states could benefit from that same concept by adopting regional versions of the new national system – doing a little collaborating on a regional basis. And then you’ll see that consortiums of nations could do the same thing, by using an international version of your system – creating what the United Nations should have been, in effect. They can all share dynamic relational databases via the information super highway – and that would be easy – but adding rationality to the way they think with that knowledge is the real problem. And the real goal.

“It’s important to understand that such consortiums can benefit economically by making their groups more competitive – not just by trying to manipulate economic dynamics with long term trade barriers, which is the typical political reaction. There can be occasional short term trade barriers, but you don’t want to institutionalize ND. And it simply isn’t pragmatic for one country to try to enforce ND on another unless they can satisfy the fourth corollary – in which case it’s usually a misuse of power anyway. What I’m saying is that quick-fix-thinking ain’t the way to do all that. You have to plan. You have to phase in and phase out the motivators more slowly, so people can adapt instead of become frustrated. Not only do you have to treat people like people, you have to treat nations like people too. Competition can seem like ND for those who lose, so it must be dynamic, not institutionalized – so losses can be anticipated – so they can adapt in advance.

“So let’s start the process Delia was referring to by stating that one of your objectives will be to increase the fiscal responsibility of – what did you call them – the IOs. And I’m asking Commedit to make a note that one strategic requirement will be that this be done by encouraging competition in a free market, not by rules and manipulation. OK?”

“Sounds fine to me, but I don’t understand what you’re talking about” Bellander replied.

“As the politicians say” Chang said with a big grin, “trust me! You’ll note that I specified it be a requirement – not an actual objective. You won’t have to talk about it. And, in case you’re wondering about it – you won’t have to pitch any of this gobbledygook stuff either.” He grinned broadly. “Once you figure it out, you’ll be pitching it in words you and your audience both understand and feel comfortable with. OK? There’s nothing new here – we’ve just describing the old stuff with different words. It’ll come to you.”

“I had secretly resolved to do it my way” Bellander replied, “but I hadn’t told anybody.”

“Have you figured out how you’re going to provide this counseling function, Andy?” Nik asked. “And to whom? And what the consequences might be on the rest of the governmental functions?”

“I’m lost” Bellander said. “Sort of stabbing my swabber into the fog as we used to say.”

“Well” Nik continued, “that’ll come too. But before you get around to deciding how to deliver the counseling mechanism to the nation, there are implications to consider. For example, if you’re successful in placing all the initiative spending decisions in the Legislative branch, where the Constitution says they should be, and as we want you to, what is that going to do to the president’s perceived strength in bargaining when she goes to foreign summit meetings?” He grinned at Talia.

“I don’t think it’d be any different than the way the president works now” Bellander replied. “It’s the same as when a corporation president has to clear decisions with his – her – board of directors. So I’d guess that the president’s power in foreign relations would still derive from her perceived relationship with the Congress back home. It might place her in a weak position if she was talking to a dictator who could make decisions on the spot, but we handle it OK that way now. The OSLs see the president as just a principal envoy, not a decision maker. Nothing changes. Right?”

“OK, I think that part sounds right” Nik replied. “And in fact it’s something that somebody with good Common skills could use to his/her advantage – which is to say your counselor idea won’t be a negotiational problem to our chief operating officer.

”What I’m also suggesting, though, is that once the other heads of state have a pretty good idea in advance of what the Congress is going to do, it would actually strengthen the president’s position, not weaken it. And if the Congress is acting responsibly and predictably – and if the president is clearly pursuing a national mandate – that would give the president more power, in more countries, than tons of armaments could possibly provide in peacetime. Do you agree?”

“Yes, of course” Bellander said firmly. “There might even be less bluffing and posturing, and there’d be less room to try to negotiate, because his – her – absolute position would

be more obvious. Which could translate into cooperation instead of antagonism, and produce more progress, because they'd be more receptive if we were clearly trying to use reason instead of force. And that would appeal to pride, not fear. Compromises work out better if you have strength and don't use all of it. Is that what you meant?"

"Which, believe it or not" Nik continued, "would lead to reduced population growth. Do you see why?"

Bellander shook his head with a look of surprise.

"When I was born" Nik said, "the population of this planet was two billion. Now we've passed six billion and it may be ten billion by the time I die – and the primary reason is that in most of the world the only form of social security is to try to create many male children so you'll have somebody to take care of you in your old age.

"If the nations of the world begin to cooperate in keeping their financial affairs in order, the predictability alone will provide a better chance for people to earn enough and save enough to mostly take care of themselves in their old age – ergo, the population explosion will begin to slow due to the use of logic, even though the logic is not directly applied to the procreators. They'll become self-motivated to make those decisions for themselves once they see they don't necessarily have to provide for a large family during their working years. Of course the machismo thing is another matter. That stems from a low Q score type of insecurity."

"We need to get to that point to have a way to counteract this federal Ponzi scheme we call Social Security" Chang said grimly. Bellander raised an eyebrow and Chang gave a short wave of his hand at him, saying "Strike that remark, Andy. That's Phase Two stuff."

"Everybody is going to voice concerns like Nik's over the results your project will produce, Andy" Frank said. "For example, Stefen will want to plead the case for protecting fresh water, because that's another of those things nations will have to cooperate on. He's very concerned. We have to have oxygen, water and food, without contaminants, or we'll all die. If anarchy rules, the environment dies. All of these things are serious, and none of them can be solved unless people cooperate to do the solving – so it all comes back to a communication system and a common perspective that will help cause everybody to work together."

Malcolm interrupted and said "Let's get a little more coherent here. We're wandering all over the landscape. It's obvious, Andy, that one of our objectives will be to bring more financial responsibility into our political system. What we do in Phase Two doesn't have to be discussed right now. That's as much Op system mode as IPS anyway.

"What we're trying to say though, for example, is that if we can get the Congress to base its actions on clear cut national objectives, it will even change the rules of the game for your friends in the diplomatic corps. Right now we pretend that we're on a great crusade

to bring democracy to the world, but we're willing to support any totalitarian dictatorship that controls trade or commodities which are important to our economy. And we get all mixed up in our efforts of trying to apply economic ND to totalitarian states who are violating the civil rights of their citizens. What Chang is saying is that cooperation between states can create new markets, and give the president another bargaining chip – and for uncooperative nations to not participate would be tantamount to self inflicted ND. Let me give you an example.

“If each national government was ranked, by a consortium of other nations, according to how well it was treating its people – a country with a poor ranking might face a five year trade sanction before it was allowed the privilege of getting in on some type of preferential action. Regardless of its form of government. So the U.S. wouldn't have to be the only enforcer. Countries wouldn't be told they couldn't mistreat their people – they'd just be shunned when it came time to make profitable deals if they didn't. And, as a matter of fact, the U.S. wouldn't be totally immune to such challenges.

“That puts a monetary value on a country's reputation. It may sound like substituting bribery for principles, but it's just being realistic. As Frank says, denial of PD is ND. And it wouldn't be the same as the trade sanctions we use today because it carried a time limit, even if they don't change their ways. It wouldn't demand that nation's leaders would have to change – it would just cause them to miss out on the first-to-the-feast profits. Economic motivation will be different in the future because time lines will be different. Do you see how PD could become a primary dynamic in economics as well as in diplomacy?”

Bellander nodded and studied the other faces carefully.

Nik smiled and continued as if he hadn't been interrupted. “But on the other hand, as you pointed out, even with the IOs understanding they had the authority and responsibility to take the initiative, that's no guarantee they'd have OK'd the Louisiana Purchase. What would your voters think about that kind of conservatism? Would they have still bought Alaska? If your new system is going to get us to live on choices of recommendations made by faceless counselors, who will be our leader-heroes in that brave new world?”

“Now you've convinced me again we don't need a new system at all” Bellander grinned.

“Can't let you say that, Andy” Malcolm replied. “We're still playing coy with you – perhaps too much so – trying to get you to figure it out for yourself. I still think that's OK, and we'll ask your opinion later on as to whether we were right. What I was trying to lead into was the matter of equity, as it applies to leadership. What if we'd have just seized the areas instead of buying the Louisiana Purchase and the territory of Alaska?

“Would we still be combating a lingering sense of injustice from the French and from the Russians? You know we would. And did the British have the right to give away their Palestinian protectorate to the new state of Israel, or should some sort of compensation have been given to the unorganized Palestinians who felt they owned that property? Or,

to go back even further, should the Turks have just seized the plains of Kosovo or could all the lingering resentment in that area have been avoided if there had been compensation instead of outright acquisition back there in the distant past?

“My point is that you can tell if governments are thinking like criminals – just trying to enforce power with little respect for the equities of others – or like responsible citizens of the world, respecting the equities of others. Most of the systems of government now in use seem to be operating according to a kind of double standard – honorable one minute, and willing to do whatever they can get away with the next. The citizens seem to have the ability to act maturely – but their governmental systems don’t. And that’s a major problem. Everywhere. That’s bad karma, any way you look at it.

“But it bothers me that at the moment all we’re doing is reciting a litany of problems and philosophical observations for you, and my department doesn’t start with problems.”

“Right!” Mary said. “I’ve been sitting here biting my tongue. Biting my tongue. You’ve all been trying to add perspective he doesn’t need, or you’ve been trying to highlight problems that need solving but that he already knows about. You’re trying to rush to help him write the pitch and list the benefits of the solution you want him to promise. Let’s ask his facilitator if she thinks we’re on the right track.”

Talia smiled at her and said “Thanks, Mary. I’ve been thinking that this is a nice way for him to get to know everybody and have an interesting conversation, but it’s miles away from the initiative planning sequence we thought we’d get him to follow. Today started out as a familiarization session on how the lyceums work, and how he could use them as a moving office – then it changed into Dad getting a little carried away, and now into this.

“I like what we’ve been doing, and now I feel that I should have put something like this into his schedule a little earlier – but what I’d like to do at the moment is back away from all this group input. It has to be confusing. Much too confusing. We should either just tell him directly what conclusions we’ve come to, or else we should do as we agreed originally – present the total background to him in a coherent way and see if he comes to the conclusions we predicted he’d reach.

“What I intend to do is walk him through a couple of IPS and Commcon projects – show him the differences. Then when he agrees I’ll assemble the Blues from time to time to hold Blue reviews. That’s what I’ll call it when I send you a notice.

“Malcolm, all I’ve given you a chance to do is put your sequence on the screen and discuss BICO a little. Can I bring him to your office tomorrow morning for a more in-depth look at IPS? And Mary, I’d like to bring him in for a general Commcon review next week some time – perhaps at least talk about support materials he may be considering. Will that fit your schedule?” She glanced around the group. Everybody nodded.

Nik's eyes crinkled as he smiled at Bellander and his daughter. "I owe both of you guys an apology" he said. "I guess I've been too remote – upstairs there – and I tried to rush into your project like a rank amateur. Or maybe I just sensed that a smooze session would be OK about now, early in the game."

"You are such a great smoozer, dear" Delia said, putting her hand on his arm. "But you were doing more talking than listening – wasn't he, Andy?"

"Kind of caught me by surprise" Bellander replied. "I couldn't figure out what he and Frank had in mind when they showed up. And then I began to think I had missed something somewhere when everybody seemed to be coming at me from every direction. You have no idea what a relief it is to find out I wasn't supposed to have everything figured out already." They all laughed sympathetically.

The meeting ended very cordially, and Talia joined him again at the Tower restaurant that evening for dinner. He was surprised to find that the table they had chosen before, next to a window with a panoramic view of the golf course, was reserved for them as 'the Andy table'. Later, alone on his balcony, he felt a deep sense of belonging where he was.

He also felt a deep sense of confusion. He kept trying to figure out the mechanism his project would use, and visions of a giant law firm kept floating through his mind. From what he knew about law firms, the picture didn't fit. He tried to imagine a world where every person had their own personal counselor, but that meant that each person would probably be entitled to have their own LVU analyst too. And their own private preacher. The numbers were wrong – because only one fourth of the population would be citizens, and the other three-fourths would be superior beings telling the citizens what to think.

He wished Talia had come to his apartment to talk. And he wished he could find ways to talk to her even more often, so he could feel more confident about trying to accomplish this thing he was now so committed to – whatever it was. Sharing golf and workouts and input sessions were fine, but he wanted to be with her more often than that.

He decided he'd ask her where he could buy one of Omar's tents – and see where the conversation would lead.

IPS Insights

He and Talia had breakfast in the cafeteria, then she attended to office work while he reviewed transcripts in her lyceum. At eight o'clock they were at Malcolm's office.

Bellander hesitated a moment outside the door to study the creed again.

It is a small planet
And life is short.
Let us use the gift of intelligence, now
That our children
And our children's children
May live the lives
We dream for them.

He re-read it slowly, then followed Talia into the office. Malcolm welcomed them, then led them into his lyceum.

"Andy" he said, "I know the IPS is much like the strategic planning techniques you learned in your officer training programs, but I want to make certain you understand why it's also more than a little different."

Then he glanced at Talia and said "By the way, I thought it was rather a waste of time for Frank to recite all that obvious psychology yesterday. In fact, that wasn't even what I thought Nik asked him to discuss. How did it strike you?"

"I agree with you. I just assumed he was nervous because he has such a personal investment in this entire program – wasn't listening as carefully as usual – and simply reverted to what he knew best." Malcolm nodded.

"I'm looking forward to this discussion" Bellander said. He found himself again admiring the air of authority Malcolm's wardrobe projected. He wondered if he might still be a bit resistant to IPS because he had become conditioned to being both respectful and wary of well dressed people in positions of authority. He decided to examine his reaction a little more thoroughly. He and Malcolm had become close friends and he felt annoyed at having doubts.

"It's important to remember why IPS was the sequence I used to show how perspectives change as you go down the chain of command on the cascade chart" Malcolm said.

He pressed some buttons and called the IPS chart to the screen.

Initiative Planning Sequence

- | | |
|-------------------|--|
| 1. Perspective | (learning, experience, connections) |
| 2. Purpose | (why, value statement, mission) |
| 3. Objective | (actional transition point) |
| 4. Problem | (isolate, identify, define) |
| 5. Strategy | (what, general solution, requirements) |
| 6. Tactics | (how, specific solution, action plan) |
| 7. Evaluation | (6 must serve 3) |
| 8. Implementation | (when, applied learning curve) |
| 9. Maintenance | (whoever owns 3 owns 9) |

Bellander nodded, and Malcolm continued.

“Probably the biggest difference between this and Commcon is in our emphasis on acquiring a perspective, even though we’ve been telling you the difference is that IPS puts objectives ahead of problems and Commcon does the opposite. What we’ve been telling you has been correct as far as individuals are concerned – but now it’s time to move up another level of magnitude on the value index. Now we get into the group leadership aspect – the meat of your project.

“Where perspective is concerned, most other decision-making methods assume you have to work with whatever data you have at the start. That’s a pragmatic approach, because it’s true that you have to face the facts as you find them – as you understand them – and go from there. Mary teases me about that because she says gaining perspective is just the process of becoming aware of the size of the problem – but that’s an OpSys point of view. Having the proper background means something more on our side of the fence than it does on hers. It takes perspective to see the differences between causes and effects, and that’s critically important at the leadership level – while at the OpSys level it may sometimes be OK to address symptoms and ignore causes.”

He stopped and smiled, then said “I’m glad she’s not here, because the truth is I can’t even discuss perspectives without talking about problems – but the problem with perspectives is that we only want to think about what interests us at the moment, not about the broad spectrum of implications we should be thinking about. Having a full perspective is more than just being able to name a few headings – which is the reason encyclopedias are large, not small. A full perspective does two things, Andy. One, it helps you see opportunities more clearly at step Two – and two, it helps you IID problems more easily at step Four.

“CEOs in high tech corporations these days have to make decisions much faster than CEOs in other industries, and they argue with me that they don’t have the time to use IPS for figuring things out. My answer to them is that IPS is not a formula – it’s just a format. And I counsel them that they should at least try to use the P/P/O steps in arriving at decisions. Determining the P/P/O adds a predictive quality to the decision-making process that’s missing in seat-of-the-pants decisions

“I like to use is the stock market as an analogy. If you buy stocks based on rumors you pick up at the shoeshine stand – you’re putting your future at more risk than you realize. The smarter thing to do is to check out the information that doesn’t interest you before you make the buying decision. Short term it may not be risky, but long term it’s critical – and leadership has to consider the future. The other end of the continuum is gathering so much information that you never get around to acting on it – paralysis by analysis. In any event, IPS tries to force you to look at the broad long term factors.

“But we could have gone on and on talking about the country’s problems yesterday and that wouldn’t necessarily have put you on the right track toward finding the solution we’re trying to help you discover. Focusing on problems may work with the so-called ‘ready, fire, aim’ or the ‘management by walking around’ techniques, but those fix-it-now methods don’t work well over time unless you also have our steps one, two and three – the P/P/O – clearly established. I agree it’s usually better to do something than to do nothing, even if you have to make constant trial and error corrections, but that’s not the most effective way to resolve situations. That’s Op system stuff, more appropriate for on-going operations. Long range initiatives usually require at least enough perspective to see the basic basic problem causes – and a lot more than that to judge the relative values of long range goals and solutions that opportunities seem to present.”

“As all of us keep pointing out, it’s a function of time economics, Andy” Talia said. “The Commcon formula can help you come up with solutions to a series of problems quickly, but while it may help identify root causes of old problems it won’t necessarily help you avoid future problems if your basic perspective is weak in the first place. And the Op system process tends to have the same flaw – but to a lesser degree because the people using it will have to suffer the consequences if they’re wrong, and that tends to sharpen their predictive ability.

“It usually takes time to build a perspective – which is why so many people act before they really see the bigger picture. They’re always in too much of a hurry, too impatient – too willing to rely on luck – and too short of time. But that’s why doctors have to study for eight years instead of one. As Chang is always saying ‘You must predict the consequences before you act – and that takes either education, or experience or a very, very good imagination’.

“For example, he said you understand how derivatives work – but you may not understand all the implications clearly. At least I don’t. But it’s very clear that TE is the major factor there too. If you don’t have a perspective that exposes both the upside and the downside, going in, you can get into big trouble in those kinds of investments. IPS – or at least the habit of thinking in that format – helps avoid frustrations like that because it causes you to perceive risks as clearly as you can see opportunities, and since avoiding future problems saves future time – therefore a full perspective helps optimize time economics.”

Malcolm nodded. “TE is indeed a key factor, Andy – and, as I said, it’s especially important at the leadership level. And up until the last few years, it just wasn’t possible to do much about IPS or MBO being slow – but a sophisticated intranet system such as we have here at the Valley has changed all that. What we used to regard as time lag invested in building a learning curve suddenly became obsolete as a brand new paradigm emerged. We can now take an experienced decision-maker who has almost no perspective on a given subject and add a full perspective into his decision-making process in just a matter of two or three hours. Half a day at most.”

He looked at Bellander a moment, then said “What that amounts to is that if we’d have come up with the idea for your project 20 years ago – there was only a stone age possibility we’d have been able to implement it. It might have worked, but it’d have been as clunky as all get-out – and essentially an impractical idea whose time had not yet come. In fact, Congress has already gotten that far in improving its own processes.

“Now politicians and preachers make their living by pointing out problems and promising they can solve them. And they usually do that with great sincerity. But pointing out problems is easy – while being able to define them and solve them is not. And achieving progress isn’t easy either – it usually takes knowledge and disciplined planning. An undisciplined approach won’t necessarily serve you well even if you’re just trying to exploit what appear to be no-brainer opportunities – as my stock market analogy points out. But OK, you already know all that – so what’s so different about our system?

“With our system, when an FOV sends us a request, the Commcenter does two things immediately. First it creates a Website on our intranet for that project, and second it adds it to the active directory list on our background bulletin board. Everybody is supposed to check the BBB as frequently as is convenient for them, and if they see a new project has been listed they click on it, go to that Webpage and read it to see if they have any special knowledge or expertise in that area. Once they’ve done that, it’s no longer highlighted on their list screen – you know, the same way that you can tell if you’ve read an E-mail.”

Talia glanced at Bellander and grinned, and Malcolm said “Have I missed something?”

Talia smiled and replied “When he showed up here he claimed he almost never used a computer – but I finally got him to admit that his secretary had showed him how to read his E-mail and how to surf the Net. A little. So he’s had a little experience in finding files at the State Department and he’s played around a little on the Internet – but he’s still a newby, and he’s rather self conscious about it. You know the type – the proud pilot who won’t admit he’s never read an instruction manual, but wishes he had.”

Malcolm chuckled. “No problem, Andy. I can’t tell you how the darned thing works either. All you and I need to know is that it does work.

“Anyway, that project’s Website allows readers to type copy into it much as you’d compose an E-mail – and that’s probably a little different from what you’re used to.

There are nine points of entry for text – which is to say a reader can type data they want to contribute and have it appear in the appropriate thought bins representing the nine steps of IPS. In the meantime the librarians are looking up and keeping-or-culling all the stuff from the Internet they think might be useful – while my project manager and Talia’s personnel specialist are choosing the people who will be assigned to the project. There might be anywhere from one to ten people assigned, but it’s usually only three or four.

“And my whole point in explaining all this is to show that within a just a few hours that team can be ready to start creating and assembling a final product – hit it cold, but start with as full a background perspective as they could have researched in a month of DIY work.

“Taking and maintaining the initiative requires doing enough advance thinking so that you don’t inadvertently rely on assumptions – so that beginning perspective is actually the key to everything. Especially at the leadership level. Do you read any business magazines?”

“Not often” Bellander admitted.

“Well, they’re full of examples of bad judgment – things which are always easier to see in hindsight than in foresight, but things which could have been prevented, nevertheless. American top management is not really as good as it pretends to be. In fact, Andy, a lot of it uses just plain bad technique. And much of the cause can be traced back to the way things developed after World War II.

“After the war ended, you see, the demand for material goods was enormous – the same as it is after every war – but we’d had half a decade of war, preceded by a decade of deep economic depression, so demand was sky high. And we went crazy manufacturing things. Companies expanded, then expanded again, then kept expanding. And who was running them? Most of the first wave were the old timers – but expansion caused the promotions of guys who had been taught by professors who were big on theories but were missing fifteen years of learning curves, and who hadn’t had gone through any trials by fire in the business world themselves.

“People got promoted, and then promoted again, without leaving much legacy of proven techniques or knowledge to the people who followed. It was seat of the pants, shoot from the hip time, and it got the job done just the way our troops had done in battle – by using applied ingenuity – and it was a time when you could make money in spite of yourself. But by the time the demand slackened and real competition returned, most corporations were being run by people who were more skilled in political gunslinging and offering ideas like popcorn than in guiding their troops into the future. Much of the older, more conservative knowledge was long gone. That meant the WOWs had the power, and the WODs had a reliable perspective.”

Bellander momentarily raised a questioning eyebrow, and Talia laughed.

Malcolm smiled and said “WOWs are people from the world-of-words. WODs are people from the world-of-deeds. And the world-of-words people use definitions casually, because hi-frax and a loud voice or a glib delivery get things done much faster. Or seem to anyway.”

“They’re not the guys you want as squadron leaders?” Bellander asked with a smile.

“Right!” Malcolm replied.

“To put it in perspective” he continued, “in the last half of the 19th and first quarter of the 20th centuries we were still making the transition from an agricultural economy to an industrial economy. The oldest management was pretty straightlaced and disciplined, but since they had their perspectives, purposes and objectives already in place they were able to see opportunities. A new railroad – bing, a big advancement. A new idea for a plow – bing. A reaper – bing. A cotton gin – bing. A self powered tractor – bing. Barbed wire – bing. All you needed was opportunity and the ingenuity to jump on it.

“But the older management didn’t keep things in perspective as things changed – plus just before World War II, because of the Great Depression in ’29, that group had become conditioned to be ultra cautious and reactive, not proactive. Then after World War II, once the demand for basic goods and services had been satisfied, competition came back with a vengeance. Where early in the century it had once seemed there was room for two hundred automobile companies – a new paradigm was suddenly controlling who was to be successful and who was not.

“Then the older guys retired and the young WOWs took over. They were Op system oriented, and that mindset can very easily be preoccupied with low-priority, out-of-focus busywork – and while you’re complimenting yourself on how much good work you’ve been pretending you were doing, your competitors can look at a bigger map and pass you like you’re standing still. That’s the TE penalty for not being future-oriented. And it’s especially true in the high tech business today.

“And it’s the same with governments as with business. That’s also why I tend to distrust military guys running governments. They’re now-oriented, and they have trouble getting the future political picture into perspective. They don’t see implications.”

“MacArthur brought democracy to Japan” Bellander replied.

“And he also wanted to go to war with China as a way of handling the so-called police action in Korea” Malcolm replied. He frowned and said “I’d have relieved him of his command long before Truman did”, then continued.

“Anyway, as people came back from World War II and started getting promoted higher and higher during the boom times, we ended up with a nation full of business executives – successors waiting in the pipeline – who had no traditional training to fall back on. They

were reactors, focused on short term tactics, who had no exposure to broader perspectives – so we had WOWs who weren't prepared to do battle under the rules that competition requires. Fancy degrees – based on theories instead of experience. They learned to use computers to collect enormous amounts of data to measure internal operations – but they were measuring the wrong things. They never tried to keep themselves tied into the bigger outside perspective – mostly because they were often able to get by on pretense instead of performance. That's a sure symptom of poor measurement."

"During my outside experience I learned not to trust guys with loud authoritative sounding voices" Talia said firmly.

Bellander raised an eyebrow and said "Yes, dear" very quietly, and all three laughed.

Malcolm continued, smiling. "For example, in determining what solution would best fit your project, Andy, the typical politician would be apt to just choose whatever idea seemed promotable – on the surface, at least – and promote it. Chances are his solution would only address one or two annoying symptoms, though. Would you agree?"

Bellander nodded quietly, thoughtfully, then said "Perhaps".

"Well" Malcolm continued, "if my department gets a request for an action plan from an FOV on the other side of the world, that request must be accompanied by at least some historical data and a synopsis of the present situation in that FOV's area. Then we go through the process I described and have our entire organization add all the additional perspective they can fit into the picture. We can't just give FOVs a cookie cutter answer like 'Perhaps you should have the locals build a factory to make coat hangers'.

"But I'm going off on tangents. Let's walk through the whole initiative planning sequence again, Andy, and then we can talk more about why each factor in the sequence is at that place in the sequence – and which are most important to your project."

Talia nodded and said "I think that's what we need, Malcolm".

"Am I going to end up any closer to knowing what I'm supposed to be doing?" Bellander asked.

"A lot" Malcolm replied with a bemused smile, "and a year from now you're going to agree that this background was absolutely necessary to your project. But once you see how obvious your project actually is I'll want you to keep the IPS explanation even simpler than I'm trying to make it. Don't dwell on it, or over-explain it or try to add refinements. Just describe the bare bones framework and the benefits.

"Up to now we've implied that it's the Congress which should be using IPS the most – but we'd also like to see the administrative agencies plan with IPS, then administer via the Op system. But for the present let's just stick with the basics.

“If you think I beat step One to death however – let me assure you I didn’t. It’s absolutely imperative that our top decision-makers have the broadest perspectives possible. They can’t be leaders if they lack perspective – or, which is more common, if they try to substitute ideology for perspective. I’m not saying that IPS will prevent disagreements, but I am assuring you that IPS will minimize them.

“Now step Two requires that you be able to state a reason-why for taking action. To you, the letters SOP probably mean standard operating procedure – but to us they mean Statement of Purpose, the reason-why step in the IPS. If you can’t define a value that will result from taking an action, it’s rather pointless to commit to action in the first place.

“People who lack that sort of vision want tomorrow to be like yesterday instead of better than today. On the other hand, visionaries tend to define impractical SOPs like relieving the over-population problem by sending people into space, at a cost of ten million dollars per person – without giving a thought to the economics involved. So an SOP should describe a practical goal, not just some vague dream picture.”

“So a statement of purpose must always define a result you want to produce?” Bellander asked. “Always?”

Malcolm nodded. “In IPS it must. And you should also try to somehow express the value of that result. Let me put it this way – if you have a situation where you only have one objective to achieve, the statement of purpose can double as the statement of objective because both will describe the goal to be attained, and when, and the value that attainment of that goal will provide. SOPs state values and objectives state time lines – and the two can be combined because they’re both future-oriented.

“So a statement of purpose is much the same as an objective?” Bellander continued.

Malcolm and Talia both laughed. “Yes, and no” Malcolm answered. “You’ve been down this road before” he said with a grin. “A statement of purpose is more like a requirement than an objective, since we don’t insist you attach a time line to an SOP. It doesn’t hurt if you do – but you don’t have to. If you were to attach a specific time line to a purpose, we’d say you might’ve made it into an objective – and that you should provide an even higher level of reason-why statement. We list requirements down in the strategies section simply because that’s a convenient place to put them – but if you attach a time line to a requirement you’ve turned it into an objective too. Purposes and strategies are general – objectives and tactics are specific.

“You obviously know a strategy has a similar relationship to a tactic, because it’s a general plan while the tactic is a specific plan. The key in those four steps is to go from the general to the specific then from the general to the specific again. And the problem step, which goes between the first two and the second two, is just a subordinate window into your general perspective – which is why everybody thinks they can start with

problems instead of first looking at where problems may fit into the overall picture. But don't worry about such details as you block out your project, Andy.

"I presume you're trying to see where this IPS format fits into the services your counselor agency can provide to the Congress, aren't you?"

"I can see a pretty valuable picture here" Bellander admitted, "but I seem to keep having trouble deciding where to hang it."

"Good" Malcolm said. Then he looked at Talia and smiled as he said "In fact, excellent. My guess is that you'll have this whole thing all figured out within another week. For the time being though, let's keep talking about things that just fit into the background."

He paused a moment to collect his thoughts before he continued. "I believe you said, some time back, that objectives were passive – and I didn't challenge you but I didn't agree with that statement completely. Purposes and requirements are relatively passive statements – they don't demand action – but an objective at least hints at being dynamic. If you made a T-chart of all the active and passive factors you were considering, I think you'd list objectives on the active side, not the passive side. But, as you say, that's just a matter of semantics.

"And as to objectives, I feel certain you've had it drilled into you that you should always try to quantify every objective. Right?"

"Right" Bellander agreed. "At least with a time marker, for measurement."

"Exactly" Malcolm replied. "And that measurement function is a major factor in your project. When you pass the final objective – achieving it should produce the value embedded in the SOP, but you have to make a measurement in order to be certain. Pilots understand that automatically, but a lot of businesspeople and politicians don't.

"I realize I'm repeating things that are old hat to you, but I'm trying to hint as strongly as I can that the two key benefits of IPS – as far as your project is concerned – are perspective and measurement. By the leaders. All the insider knowledge I can give you about how it works is secondary in comparison to the value of those two factors.

"It's at about this point where things tend to get all mixed up, Andy. If you go to a doctor with the objective of curing a symptom, and you won't delegate authority to the doctor, the doctor has no choice but to try to help you cure the symptom. But if you delegate authority to the doctor to act as your surrogate – the doctor may take advantage of you and cure the cause at the same time she is treating the symptom." He smiled at Talia, who gave him a condescending smile in return. "That's approximately the situation the members of Congress are in – except they lack the perspective and feedback factors the doctor's system provides.

“Which brings us to the problem IID step. And it’s here, Andy, where the dividing line between the leadership function and the operating function would appear to occur – at least insofar as your project is concerned. Can we expect the members of Congress to be able to identify all the problems that may stand in the way of implementing their commands?”

“No, of course not” Bellander answered. “That would require far more expertise – in far too many fields – than it would be reasonable to expect.”

Malcolm smiled and replied “Wouldn’t your counselors have that sort of expertise?”

Bellander’s eyes suddenly narrowed, but he remained silent so Malcolm continued.

“IPS simply classifies everything it doesn’t IID as a problem as simply being frustrations resulting from symptoms. If you have an itch, you scratch it – but you don’t define it as a problem. It’s so simple you don’t need a plan. You just react. You make the same distinction in Commcon of course, don’t you?” Bellander nodded thoughtfully.

“In other words” Malcolm went on, “we wouldn’t classify a national desire to change mean streets to friendly streets as a problem unless the public felt so strongly about it that they’d be willing to commit to taking action which would result in that change. To make that change would require initiative – and the ability to IID the basic problems as well as the subordinate problems the project would face.

“But we’re saying your counselor agency should have enough expertise to be able to predict the problems the initiators’ objectives would face – and the problems the OpSys people would face – and those two predictions would probably be totally different from each other. See the disconnect? The first affects performance and the second affects efficiency. The initiators actually need feedback on whether the system is operating, while the OpSys people need feedback on what they’re achieving.

“Now a scientist will tell you that the toughest part of solving a problem is defining the problem correctly in the first place – and that’s because it’s so tough to get down to basic basic concepts. For example, think of the problems astronomers face. If you have enough perspective to see the BB easily, of course, it becomes a lot easier to build workable theories. I suppose that sounds like the ideal – but if all your research does is turn out self fulfilling prophecies you won’t have done any research.”

“Sorting out and predicting causes and effects is tough all right” Bellander said. “You’re imagining a much higher level of expertise in the agency than I had been.”

“Right” Malcolm answered. “That’s why doctors use IPS on their toughest cases – even though the public assumes that they always IID problems first. It’s true they appear to use the Op system approach, but they start with a perspective, a purpose and a goal – then do an IID, prescribe a treatment, carry out the treatment, and then monitor the results to see

if the cause or its symptoms disappear by a certain time. But when their goal is to cure causes, they can only do that by taking the initiative. And you can't always take the initiative just by treating effects you perceive in the present."

"To help you see the differences in time lines, Andy" Talia said, "visualize the decisions being made in the trauma center versus those being made in the infectious disease ward."

"When we were trying to puzzle our way through this concept in the first place" Malcolm said with a smile, "Talia said something that really opened the eyes of everyone at LVU. She said we should think of the members of Congress as general practice MDs, each with an instantaneous electronic link to a couple thousand specialists who could help each of them make a diagnosis and prescribe a treatment, on any type of case. It was the breakthrough point in our thinking that finally put the counselor concept into the proper perspective. Got us to think outside the box, so to speak."

Bellander looked admiringly at Talia, and their eyes locked for a long instant. Malcolm smiled, then raised a hand to get their attention and continued.

"But let's go back a step. In spite of that medical analogy it's often much easier to agree on objectives than on purposes, because the fact is that purposes are often too broad to suggest a direction. You can define a goal, but not know how to get there – which is why we tend to describe reasons-why in hi-frax terms instead of the lo-frax terms I prefer. In football, for example, a quarterback always has two purposes in mind – making the next first down, and winning the game. That's the major reason the citizens of a democracy have so much trouble trying to communicate their desires to their government officials. And that's also why should learn to try to use lo-frax words to describe purposes.

"If our politicians stated that one of our nation's purposes was to protect our way of life by maintaining an aggressive military establishment, that would arouse arguments on the pacifist front because the only purpose for having an army is so you can fight somebody – the only reason you need weapons is so you can kill or hurt other people. It's much safer, politically, to say you want a strong military establishment in order to protect democracy for the world – a sort of specific-sounding generality. You can then talk about diplomacy and economic pressures and such. That pretty much describes your previous line of business, doesn't it?"

"Nations have to protect themselves" Bellander replied firmly. "And the fourth C always applies. There's a need for the military. Or at least an international police force."

Malcolm smiled appreciatively and said "The reason-why for a community to have a police force is so each citizen doesn't have to maintain an armed camp to protect his castle. The same should be true for a community of nations. That's very, very true.

"But don't give me that military propaganda that selling arms abroad helps keeps the cost of our own weapons down and provides jobs here at home, Andy, because approximately

that same line of logic can be used to justify the production and sale of addictive drugs, and both sets of purposes produce much the same end results. If the world ever ends up with one international army – the cost of its weapons will be absolutely horrendous, simply because they'll all be limited production items. Very little economy of scale. That translates to saying that the cost of maintaining a military establishment wouldn't go down for individual nations just because there was an international army."

Bellander frowned but didn't reply, so Malcolm continued.

"Take my word for it, Andy – my point is that while it's tough coming up with purposes that a whole nation can endorse – it's usually even tougher to predict and IID the BB problems that are going to have to be solved. Especially a nation that's accustomed to leaving the initiative decision making to the political crowd.

"Make certain your counselor group mentions purposes which every suggested objective can relate to – and perhaps the public will eventually figure out that they only have to come to agreements on purposes – but try to keep the objective setting and problem IID functions within your agency as well. They'll need to define them in every instance anyway, even though nobody will have to listen to their opinions."

Malcolm stopped and looked at him a rather long time, and Bellander began to wonder if he had given the impression he was not following the discussion carefully.

"Boy, am I wandering around on this!" Malcolm finally exclaimed, then he continued.

"Once you've chosen your objectives you have to figure out what problems will be or may be keeping you from attaining them, and those three IID steps – isolating, identifying and defining the BB problems – allow you to check on how realistic your objective time lines are. And being able to predict the problems is of course a critical part of being able to set an implementation budget. Otherwise, to use your amusing phrase, the whole process is like stabbing your swabber into the fog.

"So you make lists. You list your objectives, then you ask yourself what might prevent you from attaining them – and that creates the problems list – then you ask whether each item you listed as a problem is actually a cause or just a symptom. And, as in the Commcon sequence, you make a checkmark or you underline the ones you think are BB causes. We go an extra step, however, by writing out lists of 'because and therefore' statements. 'Because' tries to state a cause. 'Therefore' describes a result of that – in other words, a symptom.

"But if you can see where a 'because' is the effect of something else, that means it's a symptom too – so you keep following that cause/effect sequence upstream until you come to something that seems to be a basic basic cause. And the result of all that is that you can make a T-chart like Ben Franklin taught us to use – with a 'Cause' heading on one side and an 'Effect' heading on the other side, with a vertical line separating them. As you

know, one cause can have many effects, and by making T-charts you can also see where one symptom may be related to several causes. That's common too."

"Or you can use because and therefore as your headings if you want to" Talia said.

"Yes" Malcolm said. "But in any event you want to try to identify the basic causes as accurately as possible, Andy. The symptoms are clues which help lead you upstream to that resolution, but after the IID of the cause you can put them aside."

"So at this point the IPS is focused on solving problems?" Bellander asked.

"Yes, of course" Malcolm answered. "But selectively – not harum-scarum. This all ties back into time economics, Andy, and TE is the crux of the matter. We're spending extra time at the start in order to save time and frustration at the end. We don't want you to futz around trying to solve every problem under the sun – just the critical ones."

"Andy" Talia added, "we know we're making this sound unnecessarily complicated by going into all this detail, but that won't matter in the end. Just remember that we're not trying to change you. We like you just the way you are." Their eyes met, and Bellander felt a warm glow as she smiled.

Malcolm glanced at her and said "Thanks. She's right, Andy. Perhaps I've been trying to review the IPS concept in too much detail, because you'll only need to discuss its value as a format, per se. It's a general concept. But it works especially well where initiatives are required, and most especially where those initiatives will result in new systems and processes. We're just trying to let you see the background that got us to where we are in our own thinking. We started out applying these principles to individuals, then we found they applied to corporations – then we realized they should also apply to governments."

Talia chuckled and said "If you've ever tried to do a flow chart of problem-solving sequences and found yourself getting further and further off course as one problem led to another – you'll appreciate how IPS tends to keep you on a linear track."

Bellander smiled and said "So we've got a nation of people who have reserved the final P/P/O authority to themselves, and they are very frustrated over the fact their government isn't performing according to their N/W/Ds after they've forfeited their authority to their surrogates. And their surrogates are stuck with trying to work within a system that doesn't allow them to work as efficiently as a doctor's system works. And my job is to modify that national system so that everybody can be thinking along the same lines."

Malcolm grinned and said "What I really want you to do is to focus on steps one, two and three – the P/P/O. Perspective, purpose and objective are the foundation stones of the initiative planning sequence. And they're also the foundation stones for leadership decision-making – which is the name of the house we're trying to help you build."

He smiled apologetically, thought for a moment and said “Remember the cascade of objectives chart? The first three steps are the foundation you want to focus on where leadership is concerned.” He called the chart to the screen.

Cascade of Objectives

<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Level 4</u>
Perspective	–	–	–
Purpose	Perspective	–	–
Objective	Purpose	Perspective	–
Problem	Objective	Purpose	Perspective
Strategy	Problem	Objective	Purpose
Tactics	Strategy	Problem	Objective
Evaluation	Tactics	Strategy	Problem
Implementation	Evaluation	Tactics	Strategy
Maintenance	Implementation	Evaluation	Tactics
–	Maintenance	Implementation	Evaluation
–	–	Maintenance	Implementation
–	–	–	Maintenance

“This is intended to show the uninitiated how the initiative planning sequence of the leaders can be misinterpreted by the people trying to implement that thinking – and that’ll happen whenever the communication system isn’t first class, because Op systems place higher priorities on problem solving than on objectives. They’re judged on results, not on intentions.

“To people who are OpSys-oriented it seems like a minor distinction to make such a big fuss about, so this chart is the simplest way I’ve found to illustrate how that distinction can impact the future. It shows why just being proactive isn’t the same as taking the initiative, you see, because the success of initiatives is always measured against objective attainment, not just against the solving of problems. Everybody at the Valley takes that for granted of course, and it’s tough for us to see why everybody else doesn’t understand it – but it’ll be critically important for you to make that point to your responsionalist audience, Andy.

“As you said, in our democracy the public has theoretically reserved steps one, two and three to itself, but it isn’t communicating its perspectives, purposes and objectives – or for that matter its desires, opinions or commitments – to its surrogates. And on top of that its surrogate leaders, at level two, can’t make the Legislative branch function like the Judicial branch does – because the legislative decision makers also have to do all their own research and presentations too – so the whole P/P/O concept gets lost among all the busywork. That analogy is a little misleading, of course, because the Judicial branch is in the interpretive business, not the initiative business.”

“The legislative guys keep complaining about the judicial guys crossing that line, don’t they?” Bellander mused.

“They do indeed” Malcolm replied with a smile. “But the point here is that the Judicial branch is set up to act as a third party in making decisions regarding discipline – which, incidentally, involves motivation. That helps keep them out of the line of fire when there are emotional reactions to their decisions – while the Legislative branch is expected to make first party decisions and take the brunt of the emotional reactions of people who disagree with their thinking. The Legislative branch needs to be shielded by a third-party buffer too – and your project will provide them with some of that sort of protection. You’ll see.

“But the second point that analogy makes is that with the current legislative processes you might have better odds you’d win a lottery than that the surrogate leaders could ever have an agenda that’s in tune with the public’s N/W/Ds. And if they did, the time economics of the current system would tend to keep them from working on it. This is all strange territory for a responsionalist mind to try to navigate, Andy. Be patient as you explain it.

“Which brings us to the matter of step Five – choosing IPS strategies. Now step Seven in the IPS says you should stop a moment and check to see if your tactics will in fact help attain your objectives. As I’ve mentioned before, it’s also a good idea in step Five to check to see if your strategies will in fact help achieve your stated purpose.”

“You want to check the general solution elements against the general purpose – then check the specific solution elements against the specific objectives?” Bellander asked.

“Yes” Talia answered. “But let me add something to what he just said. Keep in mind that the problem IID can also be considered a subset of the perspective, Andy – which is a major reason that it seems so easy to start all your thinking at step Five.”

Malcolm nodded and grinned at her. “She knows my material better than I do myself, Andy. I love to have her attend my sessions – she’s my insurance policy.”

Talia reached over and gave his hand a little slap, and Malcolm smiled and continued.

“Generals are called generals because they are generalists who deal in strategies instead of tactics. The best business leaders tend to be generalists too. But both of those decision-maker types have Op systems designed to implement their decisions – run by people who can lose their jobs if they don’t take the time to do it right. If you put either one of those leadership types into the political environment you have – one, an instant lack of full perspective; two, no organization to do the prep work for you; three, a screwed up implementation mechanism that provides poor feedback, and four, the threat of being voted out of your job if you try to use your time for thinking instead of acting.”

“Is that covered as a formal part of your sequence?” Bellander asked with a grin.

“It’s included in my standard corporate lecture, when I get to the part about corporate executives trying to interface with the political establishment” he answered.

“The consideration of the implementation mechanism becomes more intense in step Nine – Maintenance – if maintenance was not a factor in your original plans. Is that what you meant?” Malcolm replied with a slight frown.

He glanced at Bellander a moment, not certain he had answered the question, then went on. “It just takes us awhile to get there. That’s because, step by step, what we’re doing is reducing hi-frax concepts into lower-frax concepts, and you could spend a gazillion hours checking out all the ramifications of whether one set of hi-frax statements would serve another set of hi-frax statements. It would be an interesting challenge for a debating society, but not a practical way to pursue planning. A careful glance at the generalities is all we recommend --otherwise you fall into the old paralysis by analysis trap.”

“So you’re saying the public, whether or not it’s well informed, needs to give the Congress a clear perception of the perspective, purposes and objectives – then leave the problem IIDs and the determination of strategies to their surrogates?” Bellander asked. “But won’t that cause endless debates, the same as we have now? They’ll still be trying to sort out problems and assign priorities, won’t they?”

“It can and it will and they will” Malcolm replied, flashing a pleased smile. “Much the same as now. We’ll always have liberal POVs and conservative POVs. That’s a given. But the designated leaders will make better progress because they’ll be working on mandated subjects and they’ll have much more reliable feedback on which to make current-project decisions – especially when they’re discussing initiatives rather than Op system improvements. What you’re going to have to sort out is where to draw the dividing line between devising initiatives and devising tactical action plans – and I’m not allowed to tell you that.”

He looked at Talia and said “And I’m finding it damned frustrating to not be able to just tell him how his project should work, and get on with it.” There was a strong look of annoyance on his face.

She gave him a long, tolerant smile, and the annoyance turned to resignation as he said “Just stick with us, Andy. You’re a lot closer to figuring it out than you probably realize.

“But if we can get the members of Congress to make these minor changes in their procedures they’ll be debating specific facts and solutions and costs and time frames instead of arguing about what to do next, Andy. That’s much better than debating whether or not to pursue hi-frax general ideological purposes or some powerful member’s personal philosophical objectives. And when they deviate too far from the public’s agenda they’ll be subject to censure at the ballot box. But first we need to help them establish what that agenda is.

“Each session of Congress will have multitudes of problems to consider, Andy. That won’t change. What I’m talking about right now are the pieces of significant legislation which each session can point to when its members are running for re-election. The members – both the liberals and the conservatives – will like that. But we need to provide the taxpayers with a way to tell their surrogates what is most important for them to work on at any given moment.

“We might not have exactly the two party system we have now, but the decision makers will still be expressing the pros and cons concerning initiative strategies – and we’d have the same effect as a two party system at decision making time. Except we’d also have greatly improved the time economics because we’ll have kept all of them focused on unified objectives. Not perfect, perhaps, but much improved. Much improved.”

“Just as importantly, Andy” Talia said, “those arguments can be kept on the specific subjects and the rationalizations for them – with fewer personal attacks. Emotion is toxic to logic, and vice versa. That’s another TE. Both houses of Congress try to follow honorable rules of conduct, but they’re human beings, and responsional motivation has conditioned the whole world to want to find fault with people, not just with ideas. That’s an especially serious problem today, because of political financing – with one group abusing its power over another group, and internecine fights going on as the weaker groups struggle to re-gain or maintain equality. This will minimize the emotional aspects while it recognizes the motivational aspects. Logic is also an excellent motivator.”

“I still don’t see how I can get the public to agree on national objectives just by publishing a list – no matter how trustworthy the agency seems to be” Bellander said. “They’ll have no interest in reading the list or the explanations to go with it. Nothing will change except that we’ll have invested a lot of money in a new federal agency. Am I right?”

“Yes, we think that’s probably right” Talia answered.

Bellander felt a shock go through his entire system. He had thought he was offering a ploy to draw them out a bit, and had run into a concrete wall instead.

“Hasn’t Frank gone into that yet?” Malcolm asked. Talia shook her head.

Malcolm was silent a moment, then said “OK, OK, I can see why. Andy isn’t at the strategic planning point in his project yet. The reason for her answer, Andy, has to do with the impact television has had. It’s the fles factor. People are conditioned to watching the tube to find out what others want them to think. In addition to publishing a printed list of recommended purposes and objectives your agency may also want to present them in an infomercial format, to be shown on TV. And its ideas should certainly be on the Internet. The list of national needs will have to compete for attention with the coverage of earthquakes, fires, floods, robberies, murders and all the other interest-

catching stuff-of-the-moment that's on the tube – but there may be a way to make that happen without much cost to your agency's operating budget. That'll come to you.

“Here in LVU, Mary's people take the project workups my people produce and illustrate them, either with video clips or printed pictures or art spots, depending on the audience, before we send them out. In other words, they not only put our recommendations into Commcon format, they provide illustrations of the rationales and the benefits to be gained and the problems to be overcome. Our rate of sales success went from about 55% to over 90% when her people started making that visualization enhancement change in our communication technique. You'll probably want her people to do the same for you when you prepare your presentation.

“To be honest with you though, that visualization effort would be a rather costly job, and we aren't sure whether it should be paid for with federal funds or whether we should encourage non-profit organizations or the commercial news media to do it. The implied warranty applies here, Andy, and that consideration also becomes a critical matter. The possibility of bias is a very serious subject, because unidentified lobbyists could be operating behind the scenes. Have you discussed the implied warranty?”

Bellander nodded and Malcolm's eyes brightened as he said “I can see where we might have an ongoing public service channel for television viewers to watch whenever they got around to it. And perhaps, with a little more technical progress in broadcasting, the viewers'd be able to order whichever objective's infomercial they wanted to look at. Of course, if the agency put out a list of 250 purposes and 1,000 objectives there might only be enough money to have 25 infomercials produced – but that'd be a very good start.

“I don't want to get ahead of myself or give you any secret tips, but I think it was OK for me to tell you that. And I didn't say we recommend that – I only said it was one possibility. OK? The question would still remain as to who'd watch it – but if we could get school kids to watch it and take tests on it, we'd be 'way ahead of the curve.”

Bellander nodded.

“Now we come to another of the new paradigms, Andy” Malcolm continued. “Since you – and we – consider the Legislative branch to be the true executive officers of the system, to what degree should the Executive branch get to decide on their own operational objectives, strategies and tactics?”

“Let's go back a step, Malcolm” Bellander said. “I've been indicating I agree with some things when I haven't been totally convinced I do agree with them. In fact, I'm not even sure I understand some of the things you're saying – but I've been nodding my head. Sort of a holdover habit from my diplomatic work, I suppose. I'm sorry.”

“That's perfectly all right” Malcolm replied. “I've been expecting you to say something like that and, frankly, all of us keep wondering why you haven't been saying it more often.

We know you're a pretty strong minded guy, and we couldn't believe we were being as convincing as you were leading us to believe. What do you want to challenge?"

"It's this matter of the president not being expected to function as the chief executive officer. The president is clearly responsible for preparing annual budgets, and we seem to be suggesting that he – or she – isn't responsible for budgeting future programs. This new concept I'm supposed to be developing seems to take him – her – out of the picture where initiatives are concerned. Who's in a better position to make predictions than the chief administrative officer?"

Talia laughed. "It's OK to say he. They just say she to tease me because I got on quite a kick of demanding equal billing for the feminine gender when I was younger. It hasn't been a live or die thing with me for several years now.

"You're correct that the president is responsible for preparing annual operating budgets – requesting suitable increases and decreases as situations change – but that's not a constitutional duty. It really isn't. It would be irresponsible of him not to prepare admin budgets, because he's responsible for admin – but the law doesn't require him to present them to the Congress. Common sense requires it – but the law doesn't."

Bellander said "I'll take your word for it".

"The Constitution says he should present a report on the state of the nation from time to time – it doesn't say every year – but that's as far as our founding fathers got into it" she said with a grin. "The fact he does give a state of the nation address every year, and does prepare a budget every year is a just a matter of practicality and tradition – a way to consolidate his political position as head of his party and head of the nation. And as another practicality – the Congress may use his budget as an outline as they prepare their own, but their budget is the one that really counts, of course. The news media tend to overlook the fact that it's the Congress which is actually in charge of the money. The problem is that both budgets tend to mix both old and new spending all together.

"So all we're saying is the president is not an OSL who is allowed to command the Congress to provide money for his initiatives. The president can be a salesman for his pet initiatives – he should feel free to be an advocate for those he or his backers think are most important, and he does have the ability to capture attention more easily than members of Congress can – but he only has the power to veto, not the power to command. And the problem there is that under the present system many initiatives would never be taken if they were left up to the Congress. But the system is attributing too much de facto power to the force of the president's personality and sales ability. That's not what democracy is really all about – and it certainly makes for one screwed up annual budget. This country treats the federal budget like we were juveniles with unlimited credit on a credit card."

Malcolm chuckled. "The Constitution says, Andy, that the president shall from time to time give to the Congress information of the state of the union, and recommend to their

consideration such measures as he shall judge necessary and expedient. I think that's almost a word for word quote. Shall we have Comedit put the actual document on the screen?"

"No, I'll take your word for it" Bellander replied. "But doesn't it say anything about him presenting his annual budget?"

"As I just told you – it doesn't" Talia replied. "Don't you believe me?"

Bellander averted his eyes for a moment and then said "But he has to".

The two of them smiled at him, and then Malcolm said "Nope. George Washington created the first outline for the administrative functions of this country, but since then the rest of it's just grown like Topsy. The Constitution never said that the president had to give state of the nation or budget reports on an every-year basis. She's quite correct. It's politically expedient for him to do so – and it's transparently obvious not much would ever get done if he didn't – but he doesn't have to. He's not in charge of choosing purposes and objectives either, except for military activities – and then he's supposed to check with the Senate first.

"Tell me, how would you describe the responsibilities of the president, Andy? As the person in charge of everybody else? As the chief administrator of the laws? As the commander in chief of the military? As the nation's spiritual leader? As its conscience? As its chief of police? As the designated agent of change and improvement?"

He continued without waiting for an answer. "The Constitution says he's the commander in chief of the army and the navy, and of any of the state militias if they're called up for national duty. And it says he has to give a state of the union report from time to time, not just annually, and it says that he shall take care that the laws be faithfully executed – but that's it.

"The doctrine of posse comitatus tends to prevent him from using the army to enforce civil law – but that's not in the Constitution either – and we've let a few presidents get away with violating that one a few times, which has set a very dangerous precedent. That's the same as an OSL using the military as his own private police force – and it's a very sensitive issue to some people. But just how close do you think the president is to being an OSL? To put it bluntly, you don't seem to know any more about the duties of the president than most of the members of Congress do."

Talia giggled, and she and Malcolm exchanged amused glances.

"Well" Bellander replied, "I'm familiar with the idea of posse comitatus. It has something to do with the fact that only the sheriff of a county is supposed to be able to swear in a posse. They told us in officer training that except in very rare instances – such as national security – we couldn't give orders to civilian agencies, but I thought the president could

give orders to both sides. Are you sure about that? I know there have been instances where people have used national security as an excuse to cover their asses, but I thought that was a legal issue, not a constitutional issue.”

“You’re actually talking about his assumed or presumed powers” Malcolm said with a smile. “When the president declares a state of emergency we tend to allow him the powers of a dictator, Andy. But that’s a matter of expediency. And the president also has the power, under the Constitution, to convene or adjourn either or both houses of Congress on extraordinary occasions – so the opportunity for a gigantic power grab is there. That sort of thing happens in other countries all the time, as you know – and it could happen here, given the right set of circumstances. Do you want me to put our Constitution on the screen and so you can read it with me?”

Bellander shook his head thoughtfully and said “I’m sure you know what you’re talking about. But isn’t it the law that the president has to submit his budget to Congress by a given date each year?”

“What’s the legal penalty for missing that deadline?” Malcolm replied. “Is it like missing the deadline for filing your income tax?”, and Bellander just stared at him in response.

Malcolm continued. “To get back to the matter of budgets and presidential obligations, however, the only reason we expect the president to suggest to the Congress what the budget should be – is, as we both just said, a matter of political expediency. He does not have the authority to specify purposes and objectives in peacetime. On the other hand, he does have to obtain operating funds for his administrative activities.

“If you were elected president you’d want to do all that, of course. And as the chief administrative officer, you’d want to keep the operating budgets in place or enhanced, or to get objectives modified or clarified from time to time. Ninety-nine point nine percent of all executives always want to maintain or increase their spending allowances – not see them diminish. They want to give raises to their people. They have pet projects they want to activate. They want to squirrel away some cash in case they have an emergency. They want to increase the size of their domain. In other words, an operating officer is always motivated to increase his budget, never let it slide backward – so the chief Op officer always wants to file a budget that says ‘We absolutely, positively must have the same amount of money again, plus more money for this and more money for that’. The military guys are very good at that – and under the present system we just tend to take their word for it. Which means they’re being allowed to dictate a lot of national objectives.

“That’s a very undisciplined process, and it leaves the nation financially vulnerable because we do all our national accounting on a cash basis – guessing at how much is going to come in, then planning to spend at least that much – which is not a rational way to plan either your spending or your investing. It provides very little budgetary discipline. On the other hand, if the public is not willing to state their objectives and make the strength of

their convictions quite clear to the rest of the world – that also leaves us quite vulnerable to any OSL who wants to run a bluff on us.

“Specifically, it means that when the president takes off his chief Op officer hat and puts on his CEO hat – which we agree he needs to pretend to be when he’s involved in foreign relations – he’d like to have full control of the national budget, just so he’d feel more confident about his negotiating strengths. We understand and appreciate that feeling. But he just can’t be allowed to operate that way.

“And when you consider how difficult it is for the members of Congress to agree on what needs to be funded and what doesn’t, you can see why they want the president to give them a list of what their predecessors have already activated. It’s always easier to edit than to create. They don’t have either a national agenda or a list of stated purposes or objectives that will allow them to measure the efficacy of previous expenditures – plus they don’t have access to valid progress reports concerning those activities – so they’re pretty much flying blind if the president doesn’t send them a budget. In other words, they are totally vulnerable to criticism over thousands of matters for which they have no direct control – but for which they can be held ultimately responsible. That’s a very bad PDX.

“All in all, the whole thing is more a matter of expediency than responsibility – and that’s the way it was created. It’s not only a rather irrational way to govern a country – it’s a potential danger to the whole concept of democracy. As Mary puts it, there are some key gears missing from the machine, and we need to get them in place before the machine self destructs.

“But what politician would pass up the chance to make a state of the union address? It gives you a chance to display yourself as the numero uno influential personality in a town full of competing would-be influential personalities. It’s simply an annual rite of passage.

“But if you compare the budget approval process at a corporation with the process we use in government, you’ll see what Congress is really up against, Andy. When a budget is presented in a corporation, the effectiveness of almost every item gets measured or projected against stated objectives right then and there. What Congress gets is a state of the union picture that’s painted with a broad brush, and then it gets a budget proposal that doesn’t necessarily relate to the picture that has been planted in the public’s mind.”

“I remember one year” Talia mused, “when I was barely old enough to be aware of all these things, that the Speaker of the House said to some reporters ‘How can Congress get started working on legislation until the president tells us what he wants us to do?’ – and Dad got so mad it was all Mom could do to keep him from getting on a plane and going back there to chew the guy out. I’d never seen him like that, and it actually scared me.”

Malcolm laughed. “I remember that” he said. “We were all a little scared, because it proved he really deserved the nickname Lobo. He really went ballistic, didn’t he?” He and Talia smiled and glanced toward the Commedit cameras a little self consciously.

“It really all began with Teddy Roosevelt” Malcolm continued. “He had a bombastic personality and strong opinions and he was a good salesman. He claimed the job provided him with a bully pulpit so he used that pulpit to bull his objectives through Congress. And the politicians were so awed by his performance – his ability to capture the public’s imagination, which is the power every politician dreams about – that after that the public began to assume every president should act like an OSL. They decided Congress was apparently needed only to rein him in a little from time to time. Everybody else developed the habit of waiting for orders – orders that were supposed to come from somewhere, but seldom arrived on time – so they settled for the guys with the loudest voices, the ones who were getting the most ink in the newspapers, as being their ordained leaders. Through a little PDX alchemy, personality alone became the magical source of power.

“Now Teddy’s creating the national parks system, for example, required initiative – an initiative that the Congress was proud of but which they might have had a lot of trouble giving a high priority to if one of their own members had sponsored it. Remember that the voters are forever demanding that their representatives go to DC and correct problems, not futz around creating initiatives that might not seem to make good use of tax money. That’s what reliance on the Commcon approach alone can do to a politician – and why the Congress, then and now, was and is preoccupied with problems, not P/P/Os.

“But if you’re going to abide by the Constitution, as we think we should, you have to start by admitting that the president has no power and no obligation – except perhaps an implied obligation – to act as an OSL in peacetime. He doesn’t actually have to present an annual budget. And he doesn’t actually have to give an annual state of the union address. He can just hold the office, put in his time, bank the paychecks, ignore all the problems and hope they’ll fade away over time, and go home again.

“But God knows our legislative decision makers need any information the president is willing to share with them. No question about that – which is why those presidential activities have been institutionalized. It’s the matter of whether or not that information actually paints a valid picture, Andy, which concerns us most.

“Which leads me to jump over steps Five, Six and Seven, and go straight to steps Eight and Nine on the IPS list. If you recall what I said awhile ago – number Nine is equal to number One in its importance to your project. As we’ve agreed, you have to have a perspective at the beginning – but you have to take a measurement as you reach each objective in order to keep your perspective up to date. That’s why you must include measurement in your Maintenance plans. Measurement of overall systems performance, of overall goal attainment, et cetera. Not day-to-day performance, but long range stuff.

“Otherwise it’s sort of like the old idea of the never-empty soup pot – where you keep adding new stuff every day and after awhile you have no idea of what you’re eating. You really should clean out the pot and start fresh soup at least once a year.

“But without valid objective-attainment information the members of Congress can’t act responsibly. That’s why they created the General Accounting Office – to try to verify whether or not they’re spending tax money wisely. No top executive wants to waste time investigating Op systems unless there are clear symptoms of problems – but our current legislative setup forces Congress to do just that. Their oversight responsibility frequently forces them to act like managers, not top executives, and as a result – because of time economics – they aren’t in a position to perform either function very well.

“Speaking from a professional point of view, however, their current system falls short. GAO just works with numbers – and most of those are fed to them by the government agencies they’re supposed to be auditing. The government deals in services, and you can’t judge the quality of the services rendered just by examining how many dollars are spent – as the never-ending arguments in the healthcare field clearly illustrate.”

“So that’s another point where micromanagement enters the picture” Bellander mused. “The people who have to employ the strategies should be free to choose the tactics, but the people who choose the strategies have to assure themselves the tactics are doing the job – and the responsibilities are quite different. That’s basically the way the military looks at it, but I never thought about applying it to the rest of the government.”

“Exactly” Malcolm said. “Obviously, tactics should be left to the people in the Executive branch – and strategies usually can be too, as a matter of fact – but there’s where your new system may appear to step on a few toes.

“For on-going projects, Congress only needs to be concerned about their overall objectives when they’re drawing up the annual budget – but in order to consider new initiatives they’ll have to ask your counseling agency to give them comprehensive cost predictions. For budgeting. And in order to provide a comprehensive cost estimate, the agency will have to use its best judgment as to problems, strategies and tactics – which means Congress would be able to pass legislation, then hand it over to the Executive branch with all the strategies and tactics already specified.

“You’ve got a disconnect there, because the OpSys people should have the right to challenge and change proposed tactics. We think you should make it clear to your audience, Andy, that the Executive branch won’t have to take those suggestions – and that they should be free to develop strategies and tactics of their own. I’m sure you can handle that diplomatically, but it’s a point of PDX that should be mentioned. OK?

“Your new system would function the same as today’s system does, with Congress appropriating money for a project and then leaving it up to the Ops people to get the job done. They seldom dictate strategy or tactics or implementation techniques anyway.

“But, as you well know, any politician or research department is fully capable of exceeding an unlimited budget – and there’s the rub. You need some kind of constraint or discipline other than just the dollars in the budget. The measurement of objective achievement can

provide that kind of constraint – but placing too much emphasis on the measurement function can also start the leadership group interfering with the implementation group’s power structure. We want that to happen if it becomes necessary, but we want them to do it because of knowledge, not because of insecure Congressional Quest drives trying to exercise power – and that’s bound to happen now and then too. That’ll be a little touchy.

“In other words, the Congress has to accept total responsibility for the efforts to attain objectives – but leaders should not waste time trying to micromanage workers who also have a strong sense of accountability. That’s simply bad TE. In business that means that the people providing leadership actually only need or want an executive overview report.”

Talia added “What he’s implying is that the Op system people collect the data from their operation, analyze it for their own purposes, then pass the result along to the GAO – and that’s not always good enough. Do you see why?”

Bellander at her appreciatively and said, “Yes. It’s the difference between leadership responsibility and Op system management accountability, isn’t it? As per the cascade chart.”

Talia nodded and continued. “An executive overview might be one page long, an Op report might be 100 pages long, and the raw data might be 10,000 pages long. You’re used to that sort of thing because of where you’ve been in OpSys – but our chief executive officers don’t get the same treatment. Can you believe that? And all the head decision-makers need are just Yes or No answers about objective attainment – or perhaps a weighted rating from one-to-five. Nothing fancy.

“In our opinion, however, the counselor agency should be able to verify all executive overviews – not just accept the Op system’s versions verbatim. And there are two reasons for that – each Op agency will have a tendency to try to paint too rosy a picture of their situation, and neither the Congress nor the General Accounting Office has the time or the personnel to question each report’s validity. As a matter of fact however, we think the GAO should be part of the counselor agency setup – not a branch of Congress as it is today – but the counselor agency should have enough staff so they could spot check each governmental operation in the field as well as audit the numbers.”

She glanced at Malcolm and said “Am I going too far?”, and he smiled and shook his head noncommittally so she continued.

“As to how Congress should react to that report – the idea of ‘if it ain’t broke, don’t fix it’ applies. But they should also be able to say ‘we have achieved that objective, so let’s stop spending money on it’, or they must be well enough informed to say ‘our objectives have changed since we asked you to do that, and now we want you to shift to a new goal and go in a different direction’. Those are leadership decisions. But the point is that if the president wants to say such things, he or she has to get the approval of Congress first.”

Malcolm nodded his agreement and said “But that also means that Frank’s four corollaries of ND have to be considered, Andy, because now we’re talking discipline and it would usually be counterproductive for the Congress to be wasting their time trying to achieve effectiveness in any of the Op systems by enforcing ND. That’s not what top executives are expected to do with their time. The threat of budgetary ND should be there, but this is where your plan has to emphasize positive discipline most strongly.

“Effectiveness comes from motivation and discipline, and both the positive and negative enforcement modes should be left to the Op system leaders, not enforced by Congress. We’re talking about governmental projects, not just laws designed to control conduct.

“I don’t recall that we’ve discussed this, but I think we’ve touched on it. The key to operational efficiency lies in communication and motivation via PD. The cascade chart shows why. If the workers aren’t doing what the decision makers want them to do, you can’t just assume the workers are at fault. The problem BB will almost invariably lie in the communication system or in the lack-of-logic – the LOL – in the initiative. The Congress can’t expect the Op agencies to operate effectively if they – the Congress – haven’t communicated clearly what they want accomplished by their initiative, and why.”

“And by when” Bellander said. Malcolm smiled and continued.

“We often counsel our FOVs on how to set up companies around the world, Andy” he said. “And we tell them to make the plans and their P/P/Os known to the workers. They used to reply, almost invariably, that that was a bad idea because disloyal workers would tell their plans to their enemies. So we’d ask them if soldiers with high morale would tell their group’s plans to their enemies. They’d say no, of course – and that’s how we convinced them it is more important to create a sense of identifying with the P/P/O than it is to keep workers in the dark. Secrets can be found out anyway, by any number of means – and timing and quality are usually more important than secrets in the long run. You definitely have to communicate the P/P/Os to the workers.”

“Aren’t your guys supposed to know all that if they’re classified as an FOV?” Bellander asked.

“No” Talia said. “The only qualification to be an FOV is to be honest to deal with – and also usually somewhat unpretentious, which we feel tends to indicate maturity. You don’t necessarily have to have a high IQ or a pleasant personality though. Some of them definitely don’t have a pleasant personality. And not all of them are agents of change. Many are local wheeler dealers – but a lot of them are simply conduits or influentials simply because of their personalities and their ability to be both observant and talkative.”

Bellander nodded.

“You’ve been a federal employee” Malcolm said. “Have you ever honestly wondered about your loyalty to the causes you’ve been asked to support?”

“Sure” Bellander replied. “We’ve all had to do a lot of things we thought were either wrong or just plain stupid.”

“OK” Malcolm continued. “It’s also common to find employees of a corporation who have worked their butts off doing what they thought they were supposed to be doing, and at the end of the year found themselves being punished for doing what they did.

“That’s the fault of the guys who gave the original orders, so that can be avoided. And the way to avoid it in government is not to punish the bureaucrats, but to communicate with the bureaucrats – plus even let them have a say in the initiative planning sequence.

“Here’s one of Frank’s charts which ties into that subject.”

He pressed several buttons on his console and a chart finally appeared.

The Employee’s POV

1. Tell me what you want me to do, and make certain I understand
2. Give me a chance to show I can do it
3. Give me feedback on how well I’m doing it
4. Help me improve my capability to do it
5. Reward me commensurate with my contribution

“I think he stole that from someone in England, Andy” Talia commented. “But since it’s part of his three Cs lecture we, rightly or wrongly, refer to it as his.” Bellander nodded.

“See how that ties in with the cascade chart?” Malcolm asked. Bellander nodded, but had a preoccupied look on his face.

Malcolm smiled. “If you put up with us long enough, all of Mary’s stuff, all of Frank’s stuff and all of my stuff will begin to tie together.

“So what I’ve said is that the Congress needs a better feedback system on how well the bureaucracies are doing – you can call that objective measurement or you can call it perspective enhancement – but Congress also needs to make certain PD is being applied so the motivation to perform is always present. That’s one of leadership’s largest responsibilities.

”In an IPS plan that item would often be listed as a requirement by the way – not as an objective – but it’s an important PDX. My point is that Congress needs to have feedback on how things are going, but it also needs to leave the bureaucracies alone to do their jobs – and to help them feel like doing those jobs with enthusiasm. Leadership should set the direction and provide or withhold the funds – but not try to tell the captains how to run their ships. Your strategy should include all those dynamics.”

Bellander shook his head as if to clear it. “You want to give Congress the power to measure and judge – which, to most people, means the power to punish – but you want to make Congress use only the carrot, never the stick?”

Malcolm nodded, but he looked at him a moment as he tried to decide what to say next, then continued. “Congress should only concern itself with disciplining management and frankly, Andy, even then it should leave it to the president – the chief administrative officer – as much as possible. Congress can, and should, find better things to do with its time. They should concentrate on keeping things in perspective and on checking to see if work is being done. But all the how-to-do-it decisions and the implementation should be left to the Executive branch.

“Establishing motivation should be built into the initiative plan if it’s not already present in the system – and you want to maintain that motivation even if the measurements don’t turn out the way Congress wanted them to – and the right system can do that.”

“All according to Ockham’s razor, I presume?” Bellander said. Talia smiled.

Malcolm laughed heartily. “Perhaps in the military, my boy, perhaps in the military – but I doubt we’ll very often get the political crowd to agree that less is better. You’re correct, of course – the best plan is usually the one that will get the job done in the simplest way. And IPS will try to produce that – but it can’t prevent riders or amendments.”

“Andy” Talia said, “remember the psychodynamics of what we’re discussing. Not just in Washington, but everywhere. When somebody is frustrated, they tend to choose actions responsionally. They are willing to try to cause change with whatever appeals to their imagination – not just the most logical strategy, such as the IPS tries to produce.

“Think of the strategies of some of the fanatic groups – the aggressive religious or ideological activists, the neo-nazis, the cults – and think of the way their leaders pretend hi-frax responsional mixtures of ideas provide purposes to justify them. Their followers will do or believe whatever they’re told, without ever thinking about whether the consequences will actually satisfy their unstated purpose. When people are in responsion mode they don’t stop to think of the actual meanings of the words they’re using. And when people are frustrated, emotion rules and logic goes out the window. Responsional decision-makers – of any type – aren’t always responsible contributors. They can be good cheerleaders – but they seldom make good coaches.

“What we’re trying to tell you, rather circuitously, is that the perfect suggestions coming out of your perfect new agency are going to suffer additions and intrusions from non-perfect minds – but that the annual measurements will eventually expose any flaws those minds have added. It may take several years for the measurements to begin to show the need for correction in a project because the big wheels of government turn slowly – but even Sir William of Ockham would have appreciated a system with a self-improvement

mechanism built into it. Even incremental changes can have a major impact over long time frames.

“As to the people in Washington, nearly everybody has a deep seated sense of frustration over the fact that they aren’t achieving what they think they should. They try to pretend they don’t feel that way, because that’s the only way they can stay sane and get on with their work. But it’s there – and it’s wrong that it’s there. Regardless of what the public and the news media say about them, they’re proud and loyal Americans. And, in one way or another, their frustration amplifies and exaggerates their personality quirks – which in turn tends to defeat their efforts to use logic.

“The fact is – they’ll expect to make a few ideological changes to the agency’s suggestions now and then, because that’s the way they’re conditioned to doing things.

“But your friend Sir William of Ockham lived in an environment like that too, and he was able to overcome it and learn to think for himself. Our leaders can too – with time.

“Such deep seated frustration, resulting from lack of objectives and lack of impindor fulfillment, is a symptom of one of the world problems Phase Two is eventually supposed to overcome. For the moment however – to the extent you can promise them relief from today’s frustration, that’s approximately how strongly they will be willing to help achieve the necessities of your strategy. And mentioning a few ‘requirement’ promises won’t hurt. Just make certain you don’t present requirements as necessities.”

“In choosing strategies, Andy” Malcolm added, “we tell our people they must consider six factors. This might help you in developing the final strategy for your speech.” He put a new set of text on the screen.

IPS Check List

1. PPO
2. IID
3. Translation of Purpose value into time and/or money
4. A system for measuring change, to prove Objectives have been achieved
5. An inventory of available resources
6. A time frame, if not stated in the Objective
7. Real/win/worth evaluation of each strategy

“Item seven is something I don’t think I’ve discussed with you yet, but I assume you’re familiar with it?”

Bellander frowned and shook his head slightly, so Malcolm continued..

“We don’t make the basic sequence include a formal evaluation step to check if each strategy actually serves the purpose – we tell our people to wait until both the strategies

and tactics are all blocked out and then use this check list. The first six check-off items are self explanatory, so we use those before we evaluate the overall plan itself.

“Item seven – the real/win/worth rule – is just the old rule of thumb business people use in sizing up an opportunity. One, is it a real situation or something we’re imagining? Two, what would we have to do to win if we decided to go after it? And three, what would it be worth to us if we won? I suppose real/win/worth should be at the top of the list, to verify that the statement of purpose promised real value, but I just use it as a final checkoff. I used to include all that stuff in the IPS evaluation step too, but all that duplicated effort made the process too long and cumbersome. And I will admit – the IPS can actually be a little slow and tedious sometimes.

“On the other hand, if you’re using Mary’s Commcon formula, your enthusiasm over an opportunity is apt to blind you to a major flaw in your overall concept. That can be true even if you’re just solving a problem – and becoming too excited over what you perceive to be an opportunity is almost guaranteed to make you forget to use logic. Creativity is good – but only if you’re right. On the other hand, IPS doesn’t need to be slow. Once you’re used to it you can breeze right along. And the fact is that Mary says ‘What’s-in-it-for-me?’ while I say ‘real/win/worth’ – but they both mean about the same thing.

“For example, let’s say our purpose was to help an important city official operate more efficiently, one of our objectives was to assure she could move about the city more easily, and one of our requirements was to provide her with good transportation. Should the strategy include a stretch limo with a chauffeur? Or a luxury sedan with a chauffeur? Or an ordinary sedan she could drive herself – sort of a company car? Or an unlimited expense account with all the city’s taxi companies? Each of those strategies would satisfy the requirement, one would best satisfy the necessity.

“We’d apply the real/win/worth formula to each of those options – and you can be certain we’d look at all the political implications for each one. Mr. Spock from Star Trek might choose the taxi option as the most logical – and Mary’s process might too – but we’d use BICO to get a quick vote on a decision.

“I suspect they’d choose the stretch limo so she’d have room to hold mini conferences while she was on the move. That’s a TE thing, and while the apparent pretentiousness might be bad politics – too much WIFFM effect – TE is a serious consideration in an information oriented world, and that’s where we are today. So Commcon might choose the taxis and IPS might choose the limo. And I have no idea whether or not any of that’ll help you prepare your speech – but there it is.

“I know that strategies and tactics are both old hat to you, Andy, and I was going to skip them – but let me make just a few comments on tactics before we break for lunch. OK?”

Bellander nodded. He noticed that Malcolm and Talia exchanged glances, and she smiled at him tolerantly, so Malcolm continued.

“Well, of course, tactics define how to get the job done. But the thing to remember is that just because someone is qualified to choose a strategy is no sign they’re competent to devise the tactics to carry it out. The statement ‘the way to hell is paved with good intentions’ doesn’t just apply to procrastinators. I claim the original statement was made by a WOD commenting on the fool/factor in some strategist’s tactical action plan. If you’re doing the whole IPS thing yourself, you may find you want to get a few opinions on tactics from outsiders to make certain you aren’t operating from overconfidence.”

“Let me get this fool/factor thing straight” Bellander said. “Does it have some meaning other than the one I keep remembering?”

Malcolm grinned at Talia, who said, “It’s one of Frank’s fun words. It does mean what it sounds like, but it’s not always used as an insult, Andy. Frank says that if a scientist takes all the available facts into consideration and arrives at an incorrect conclusion, that’s an unfortunate loss of time. But if a scientist doesn’t bother to take all the available facts into consideration, that’s fool/factor – regardless of whether or not he comes to the correct conclusion – because he has loaded the odds against his being right. It’s just that simple.

“It refers to either the sin of the error of omission or the habit of jumping to conclusions, both of which are artifacts of trying to think in either hi-frax or responsional mode. When Dad and Mom started this place, they established their guiding axiom – definition is everything. Frank coined the word fool/factor to describe the results of violating the axiom. When we put it in print we usually just abbreviate it as f/f. It’s a TE thing too.”

Bellander grinned. “I really like it” he said. “It’s a pretty useful description, isn’t it?”

“OK, Andy” Malcolm continued, “now we make a distinction between cognitive tactics and intuitive tactics. Frank says that if you have reliable perceptions about something – a good database of definitions located in your subconscious and usually built up as you go up your learning curve – you can often trust your intuition to choose your tactics. I give him and Einstein the benefit of the doubt on that because Einstein said it too. I say good intuition is native intelligence, but Frank says it can be learned.

“But my point is that intuition lacks process while cognition emphasizes process. Intuition is obviously at risk of inducing fool/factor, while cognition makes us tend to focus on the part of the process we know best – even though trying to use logic may make you forfeit both the creativity factor and the quickness factor. Creativity occurs in the choice of strategy, but if your doctor isn’t absolutely sure about the diagnosis, you’d rather have him refer you to a specialist. Wouldn’t you? Why risk quality to save time?”

Bellander smiled and nodded.

“OK, so here’s my subsequence for devising a TAP – a tactical action plan” Malcolm continued. “Naturally, it involves more T-charts. I know. I know.” He grinned. “But your other systems do much the same.” He called a blank T-chart form to the screen.

“First, in the left column, you list all the strategic essentials and, below them, the strategic requirements. Then, on the right, you add a column of the actional options you think might satisfy each of them. Actually, you just sort of cue on the lists you made when you were devising the strategy. Then you assign arbitrary priority values to those tactical options. We usually do that by numerical weighting.

“Then you compare them to see if your strategies have caused you to place more value on satisfying general requirements than on achieving specific essentials. You check to see if you really need a \$100,000 car. The interesting thing here is that you can often tweak one of the essentials a little bit and satisfy a low priority requirement as you do it.

“Then you basically ignore the requirements and carefully write out your essential solutions, because they’re your TAP. But if you still find you want to influence some of the more nebulous requirements but you’re not sure how to go about it – that may be the time to bring additional knowledge into the process, either by improving your own knowledge base or by bringing in somebody who isn’t as apt to commit fool/factor.”

“BICO” Bellander said.

“Correct” Malcolm replied. “Or, if the outside-help option isn’t available, you make a double T-chart, with two vertical lines. The heading of the left column would be ‘Because’, the middle column would be ‘Requirement’, and the right column would be ‘Solution’.

“Just pick up entries from your previous lists and re-inspect them. ‘Because’ items would come from the problem IID list – you know, where you listed the other ‘because’ and ‘therefore’ statements. ‘Requirement’ items would come from your strategy notes. ‘Solution’ entries would be from your list of proposed tactics – but again you have to be careful to check to see if you’re curing causes or treating symptoms, because you may have mis-described the ‘because’ and the ‘therefores’. You should be able to refer back to the ‘because’ list on your IID to see if you are working with BBs or with symptoms – but there will be many times you’ll find you have no choice but to treat symptoms. That’s time economics again – because you may only be able to scratch an itch for the time being, and that may actually be all you need to do.

“I won’t go into any more depth on that point, but you’ll find that solutions in that category tend to be more symbolic than actual. It’s just a way of putting them on the general agenda. To put it in your terms – you may want to fly from point A to point B, and one of the requirements would be that you have sufficient fuel on board, and the solution should be found in the pre-flight check list. OK?

“This is all academic to you, Andy” he said. “The point I want to make, however, is that our software allows a task force team to do all that stuff faster than you’d believe possible – so a Research Report report from your agency would usually include cost projections based on realistic strategies and tactics – even though we’d seldom want Congress to specify what strategies and tactics the implementors must use.

“On the other hand, if the Executive branch had ordered that Research Report they’d want to see those strategies and tactics – so those are two good reasons why your agency needs to work in IPS all the time.

“The measurement included in the Maintenance step is the one Congress will want to hear about – and if the Executive branch chooses a different set of strategies and tactics, they’ll have to include their own subordinate measurement functions.”

Bellander and Talia both nodded, and Bellander thought for several moments, then said “Do you think we should have some food brought in, or are we about done? My stomach is interfering with my mind.”

“Of course” Talia answered, so they phoned an order to the cafeteria and continued.

“It is obvious” Bellander said, “that my project includes creating a very large service agency to do work for the members of Congress the same as LVU does for your FOVs.”

“It’ll have to serve the cabinet officers and their Op organizations too” Talia said.

“Yes, that’s obvious too” Bellander replied. “ But I was trying to estimate the size. It has to be bigger than just large, doesn’t it?”

“To give you an idea of how large it might be, Andy” Malcolm replied, “Larrey, Chang, Mary and I estimated it might require up to 30,000 people. It would undoubtedly need a building bigger than the Pentagon if you wanted to put them all in one place – but you wouldn’t actually need to do that. On the other hand, Chang says that if you want to put them in the Pentagon we could try to arrange to have all the military guys transferred down to Disney World. Nobody is more of a nuisance than a military officer or a lawyer or a union leader with no dispute to settle. They’ll go out of their way to cause them. He figures Washington would run better without the military around – and Disney World might have enough electronic games to keep their imaginations occupied.

“And as far as the bill for your Department of Peace is concerned – our estimate of the cost of all the necessary electronic systems comes in at about half what the Defense Department spends on information systems for killing people – and we think our 535 pseudo CEOs should at least have equipment as good as the generals have. Don’t you?”

Bellander nodded and thought a while, then said “My purpose, or at least my prime objective, is to get the electorate to set objectives. That would help our CEOs set their

agendas – but the primary thing that agency could do for the Op group would be to help its executives work on IIDs and strategies, which are all problem-oriented.”

“If you say so – but we think they’ll be able to do far more than that. In any event, they could do that very effectively” Malcolm said earnestly.

Bellander nodded and went on. “But how in the world could anybody sell the Congress – or the public – on the idea of increasing the size of the government enough to do all that? The media would say that’s what the present workers were paid to do in the first place, and claim the agency was redundant. The public doesn’t understand concepts like BICO or MBO or fool/factor. The mindset of the entire nation is to make government smaller, not larger – and you’re talking about adding billions to the federal budget.”

They both grinned at him and took bites from their sandwiches.

“You’re so helpful I can’t stand it” Bellander said. “You’re telling me that my job will be to convince the whole damned nation that they should invest huge amounts of tax money into what is – to them – a concept that they can’t see much value for. And you expect me to do it by myself.

“I think I need to spend some time on the golf course to try to absorb all this. Malcolm?”

Malcolm shook his head and said “I’m tied up today. You’ll just have to play with her. Do you mind?”. He smiled brightly as they both tried to think of a retort, then said “I’ve had binders prepared on three complete sets of IPS project reference materials, Andy. I was going to have you call up the projects on your monitor to study them, but that wouldn’t show you how they progressed from the initial request through to the final plan. Then I realized you were more accustomed to studying printed materials anyhow, so I had them printed out in a step-by-step format. It’s much easier to see the developmental sequence and time economics considerations that way.”

He went into his office and returned with three three-inch binders. They were obviously quite heavy, and he handed them to Bellander carefully. “The last section in each book is the actual reply the FOV received” he said. “One is 19 pages long, one is 17 pages long, and one is only 11 pages long. All the other hundreds of pages were simply parts of the developmental process – but they were developed very quickly. And until I had these copies printed, not one word of any of these was committed to paper here at LVU.

“What is most interesting is the amount of time it took to complete each project. The shortest one took three days. The other two took four and a half days each. And there were a dozen or so other projects going through the system at the same time – and none of them took over five days either. That’s all due to Larrey’s super Commcenter and Commedit systems. In fact, every one of my people worked on more than one assignment during that week – and didn’t feel they were being abused. More to the point, we feel certain each of those final products has complete validity.

“That’s a TE accomplishment that would stun anybody in Washington, Andy – but it could be turned into standard operating procedure for the federal system. Plus there’s an important element in your project that I don’t think you’ve figured out yet. Once you see what it is, you’ll see that it’ll make your sales job considerably easier. Easier, mind you, not easy.

“You’re right about it costing rather a lot of money, but let me point out something to you – you’re talking about creating a Department of Peace, and it’s entirely possible that much of it could be funded with some of the money that’s now being spent in other departments – such as the Defense Department. We are at peace, you know. And while defense will always be extremely important, it’s also extremely important to keep your priorities straight at all times. The budgetary impact might not be what you imagine it would be.”

Bellander gave him a slightly dubious smile.

“TE, Andy” Talia said. “This is being called the information age, and you have to be able to control time economics if you’re going to take advantage of all the information available. It really is true that time is money. The fact is, though, that in one century our country has gone from an agrarian economy to an industrial economy to a time economy, with information being the catalyst – but people haven’t quite realized that yet. A major unstated benefit of your project will be to show people how to improve decision making in a time-sensitive environment and economy.

“The biggest employment sector in our economy, in terms of dollars, is the high tech area. They think they’re living in ‘the information age’, as contrasted with the industrial age – but Mom is more on target when she calls it the Age of the Mental Artisan. A very large component of the high tech business, you see, revolves around software – not bricks and mortar and mainframes – which is a very large reason our national economy is described as 80% service-oriented. The difference between high-value service jobs – which includes all sorts of professional careers, as you know – and low-value service jobs is that high-value services revolve around decision making, based on data accretion. Which is not something we’ve learned to export. How do you sell somebody a shipload of decision making technique – especially when it’ll probably be free to anybody using the Internet?

“As a matter of fact Congress is actually trying to prevent such sales in many cases. So the problem is that we’re importing manufactured goods and unable to export a big part of what makes up our own economy – which is our service-oriented decision-making ability – so we keep suffering bigger and bigger trade deficits. And the military-industrial complex Eisenhower warned us about has got Congress convinced that exporting expensive warfare machines is the one of the best ways to try to minimize the trade deficits we’re facing – regardless of what those exports do toward worsening the possibilities of world war. And they leave it up to your State Department guys to run around the world trying to talk people out of using the weapons they’ve bought from us.

“Instilling the use of disciplined logic is the only hope, Andy – but we’ve got a lot of work to do before we can get the world to that point. Fortunately, the world public has a higher opinion of the value of logic than the politicians do – but just as fortunately it is clear that it is the governmental systems, not the leaders, which are the real BB behind this mess. All the current systems are based on power and politics – not intelligence.”

She frowned a moment, then smiled, shrugged and said “Come on, finish your sandwich. Let’s go shoot some golfs.”

“One more thing before you go” Malcolm said. “Tell me Andy – what part do you really think my IPS system will play in that brave new world we’re talking about?”

Bellander smiled at him and took a slow breath. “Perhaps not very much, Malcolm” he finally replied. “At least not by format. As I understand it, my primary goals are to get the voters to decide whether the legislative agenda is what they want it to be, and to provide a way so they can evaluate the quality of what their tax money is buying. I don’t think I’ll necessarily need IPS to do those things.

“Even if Congress was to ask the agency to go back and try to attach SOPs and statements of objectives to all the legislation that’s already on the books – that wouldn’t require using the full format. And I’m just not convinced yet that either the Legislative branch or the Executive branch would order very many opinions from the agency – simply because of the ‘not-invented-here’ syndrome. I’m convinced it would be very much to their benefit if they did – but I don’t think they will.

“The Objectives Report won’t need it – and the Status Report will relate to the Op system sequence as much as to the initiative planning sequence. There’s little sense of urgency in the solving of day to day problems in the operational activities. No, at best I see IPS as a symbol – an ideal, sort of floating in the background to help suggest procedures and perhaps help keep things in perspective. I’m sorry, but that’s the way I see it.”

A look of total shock came over Talia’s face.

“Don’t be sorry” Malcolm said. “That’s just about exactly the way I predicted you’d see it at this point.”

Talia looked at Malcolm in disbelief, and he smiled at her as he said “Don’t look at me like that – I haven’t abandoned ship. And he isn’t a traitor. Don’t you remember how all of us went through this same stage as we were working it out?

“He’ll finally get back to trying to puzzle out how to create fiscal responsibility – and IPS will have to come back into the picture. He was just momentarily being realistic in assessing whether or not this format would appeal to all the big egos in the Legislative and Executive branches – and he’s right, on the surface it wouldn’t. But he’ll have to include it in his speech because it’s the only way to add rationality to the budgeting process – and

the taxpayers will cheer when he starts talking about predicting costs and avoiding waste. He'll be praying at my altar again by the time he puts that speech together.

"All I've been trying to do is to demonstrate the value of using a structured approach in planning initiatives and the strategies to support them. We'll still have much the same arguments and differences of opinion we have today as our surrogates try to agree on purposes and objectives and strategies and tactics – but we'll have gained a big bonus in time economics in helping them reach mutually acceptable compromises and by keeping them on the same agenda. I'm very pleased that he's at least challenging me for the moment. He's a very strong minded guy – and I go through this sort of thing all the time when I'm talking to corporate CEOs. I'd be worried if that reaction was missing.

"Before you do leave, however, I'd like to point out how IPS is maintaining its validity in the business world, even though the business world sometimes has to go through some wrenching organizational jolts. When we changed from an agrarian economy to an industrial economy, business leaders tended to see factory workers as simply tools which could be replaced by machines. That was a basic error in their use of human capital, because that perspective couldn't change as the workplace changed.

"You see, when a man starts a company, Andy, he is committed to doing everything himself. Then as the business grows he hires people – surrogates – to do the things he doesn't have time to do personally. And if he communicates with them correctly – as Frank keeps admonishing us – and delegates authority correctly, they will in fact do things for him exactly as he would have done them. Or better. That's quite a different paradigm from the first one, because the necessity for the workers to make discretionary decisions begins to enter that second picture. They can't do that if they don't know the boss's P/P/O – which means the boss must use the IPS and communicate at least the purpose of his plans to them in order for them to function like true surrogates.

"Now move ahead to a typical modern enterprise – where they're outsourcing much of their manufacturing or where their staffs are writing mission-critical software – situations where the discretionary decision making is almost completely out of the hands of the leaders. If they don't have full control of the IPS process and the communication of what it entails – they're trying to ride out a tornado on a parachute. IPS is their only hope. And IPS is the only hope for governing a nation, too. Think about all that very carefully."

Malcolm smiled as he shook Bellander's hand warmly and put his arms around his guests' shoulders in a fatherly way as he walked them to the door and bid them good-day.

Talia grinned at her student as they walked down the hall, then reached over and relieved him of one of the bulky binders. "I didn't know how much of that would duplicate training you'd already had" she said, "but it really is the crux of our entire concept. And he's right – you will come back to being a believer. We can go back as many times as you want to – but you be sure to let me know if your opinion isn't changing."

Bellander grinned back at her, then said “To tell you the truth, I’ve been cheating on you a little. I’ve found that when I get stumped I can just leave a message asking Malcolm to call me when he has a free moment – and we’ve already had several long and very helpful conversations. Just chatting with him has turned out to be a whole graduate course, over and above what I’m getting from everybody else. He and I seem to really see eye to eye on just about everything. He’s my secret mentor – and I can’t wait for the day when he feels free to just open up and discuss all the details of your plan with me – in front of you. I’m not saying he’s been telling secrets out of school – but he sure does know how to choose suggestive analogies that make clear what he isn’t saying. I love that guy.

“But I also have to admit that I’ve had a whole bunch of very interesting discussions with Mary, too. She isn’t about to have one of her AB&D stars fall flat on his face, if you catch my drift. There is absolutely no way she’s going to let that happen.”

He and Talia exchanged amused glances, and he added “And as for the pact of secrecy all you Blue badges agreed to – I’ve gotta tell you that your security system leaks like a sieve. Only the worker bees seem to be able to keep their mouths shut.”

“And here I thought you’d actually been secretly using your computer to access our library records on how we came to all these conclusions” she said. “I should have realized you’d fall back on your diplomatic information-mining techniques. You’re evil.”

He felt as if he’d successfully reached the end of a semester for a difficult but very satisfying class – but still had an unknown number of semesters to go.

The Complication

They were able to tee off quickly, but Bellander's mind wasn't really on the game.

"If nobody has to take a counselor's advice" he asked, "and a counselor agency shouldn't have operating power – how can we get anybody to accept their suggestions?"

"They might not" Talia replied, "unless your idea included some disciplinary strategies that caused them to become motivated to pay attention. You're considering that?"

"That sounds so damned vague!" he replied. "I assume you mean I have to include ND, but I can't give counselors the power to enforce ND. Can I? And I thought the idea was to keep everything positive. Power does mean having the ability to enforce negative discipline. Right?"

"Power also means having the ability to enforce positive discipline" Talia replied. "And power doesn't have to be operational – meaning the ability to give commands and cause action. Nobody said that negative discipline was required. It might be, it might not be. You should think about the power of positive motivation, as Malcolm said, even though it usually causes results a little more slowly. Discipline can either cause change or reinforce reactions. How you define it depends on the four corollaries and whether you're the implementor or the receiver. Just remember not to count on fear as a permanent motivator, because fear fades – and setting up mechanisms to enforce penalties wastes a lot of time and money."

"So" he replied, "the agency can't give commands – but you're suggesting they can bring pressure on the people to agree with them. Isn't that a little sneaky – and shaky – trying to substitute motivation for command and control?"

"Indirect pressure is a standard technique in diplomacy" she replied. "And you're very skilled at that. That means you're ideally sneaky for this job. It's also why Frank keeps telling you that communication is the key to everything. That problem should be right down your alley. But I'm afraid, my dear, that you're not hearing what I'm saying. If you're going to put the public back in control of the government, that means they – not your counselor agency – will ultimately control both types of enforcement. Your agency can rely on the power of suggestion. It doesn't need the power to command."

"That's what I get for trying to use your theories in my thinking" he replied. "I should just go back to using common sense"

"Nobody has told you you shouldn't rely on your common sense" she said, giving him a mischievous glance. He stared at her a moment and a smile slowly came over his face.

“I do believe I’ve been taking much of this too seriously, teach” he said with a broad grin. “OK, let me ask you this. You guys said that the Congress should only take their thinking to the strategic level, and stop. I can see that – although I’m not sure they’ll know the difference between strategies and tactics. So just how in-depth should the counsel’s recommendations to Congress go?”

“Well” she replied, “recommendations should include the P/P/O. Research Reports, on the other hand, will usually have to go all the way through the IPS list.

“Have I made clear that our system provides three types of replies – the Flash Vote, the Flash Report and the Research Report?”

“I’d figured it out” he replied. “The Flash Vote is just a yes/no answer, isn’t it? And the Flash Report is the survey thing you do when a request comes in. And the Research Report is your finished out-going product. Right?”

“Correct” she replied. She smiled at him and said “I remembered we’d discussed the processes in general, but I’d been intending to go into more detail on them.

“Malcolm pointed out that there’s the need to attach budgets to project workups, so most of the agency’s Research Report workups will have to go all the way. There are usually three Research Report workups in response to a request in his department. One is at the minimum necessity level for achieving a goal, a second covers the optimum solution, and a third might be a money-is-no-object solution which tried to address the so-called requirement factors too. The third level would usually just apply to emergency situations of course. Congress might just ask for an optimum-solution report, or they might ask for all three levels.

“We find we usually need to put prices on all three, just for the sake of perspective.

“Just putting a price on that first level could help discourage the WOWs from making wild promises. And a comparison of all three would also help the public develop a big picture perspective. The Star Wars weapons thing, for example. Once they began to put a price on it, everybody who had to pay taxes began to take a closer look at the cost-to-benefits paybacks – and they began to ask why we couldn’t try diplomacy first, before we spent all that money and went broke like the Soviet Union.

“The time frames attached to the objectives would probably control which strategies would be chosen at each level, but it would be difficult to do any financial projections at all if you didn’t have at least a pretty good idea of the strategies and tactics each level might require. Financial impact statements can have a dramatic impact on priorities because now you’re talking taxes, and there ain’t no such thing as a free lunch. Tanstaff!

“That means a full report, a Research Report, of the counsel’s thinking would have to include estimating not only how much it might cost to implement each of the three levels – it would also have to include a legal impact statement to show how each solution would fit into existing legal structures as well as an environmental impact statement and a human impact statement. We haven’t discussed those yet – but they’re very important too.

“Chang keeps pointing out that we don’t have the capability to make accurate human or environmental impact statements, so we should be careful in promising that sort of thing – but he’s in full agreement that we should include our best guesses on such impacts as addendums to each workup. The financial impact statements would be best guesses too – and the legal impact statements, while they’d be time consuming, would be mostly just a matter of thorough research.

“That still doesn’t mean the initiators should specify the tactics though – or even the strategies in lots of cases. The Op system people should give those assumed tactics a serious examination, but they shouldn’t be held to them. As Malcolm said, the counsel would have to assume what the tactics would be in order to estimate costs and prepare impact statements – but the implementors would not be obligated to use them. They’d probably be smart to do so in most cases, but they wouldn’t have to. The reason we say that is that there might be a delay of several years between the time a Research Report is prepared and the time it is implemented – and situations could change in the meantime. We refer to that as the shelf-life factor.

“And implementation strategies are no longer the cut-and-dried deals they used to be 50 years ago. High tech is changing so fast that many optimal solutions today would require big investments in technology, whereas 50 years ago they’d have required big investments in people, bricks and mortar. Today they say clicks and mortar, not bricks and mortar, to indicate the presence of high tech.

“Congress should obviously ask for updated examples to support those projections if much time had elapsed. Or they might ask the Executive branch to make the updated projections, to get a second point of view – in which case the EB people might very well ask your agency to help them do the workup anyway. What’s important is for the Congress and the public to be able to keep everything in perspective – especially in those three areas of financial, environmental and human impact.”

She pulled the golf car to one side on the next tee, and they let several foursomes play through as they talked.

“What I think we’ve failed to make clear is the importance of that minimal level of CA recommendations” she said. “That’s where you need to try to separate dreams from reality. Malcolm’s department usually doesn’t deal with recommendations on this large a scale, with as much at stake, so giving a minimal level answer may be more appropriate for their work than for a government project. In business though, that minimal consideration point is often where you begin thinking about building a prototype. And in your project,

your first level of cost projections should probably include a minimal protoplan as well. The caveat would be that the strategies and tactics might change a little over time – as a result of testing of the prototype – and that can affect your numbers as you ramp up your projections to the optimal or the maximal level solutions.

”But what I’m trying to get around to suggesting is that much of the stuff your counselor group will be asked to give advice on will relate to procedures, not just to initiatives. Their lists of purposes and objectives will relate to initiatives, but most of the advice they’ll be asked for is more apt to be what we’d call procedural, resulting from their investigative work and their Status Report – namely the uncovering and neutralizing of problems which pop up during the implementation and maintenance steps. As you pointed out a while ago, that’s not initiative work – that’s OpSys work. And in that case they might well be just offering suggestions instead of offering outright plans – but presented in an IPS format.” She stopped and looked at him expectantly.

“So what Malcolm is calling a minimum necessity level of solution – and what you’re calling a first level of cost projection – might often be realistically described as just a warning estimate of what it might cost for the treatment of a symptom or an itch or an N/W/D frustration?” he asked.

She nodded enthusiastically. “Either that or perhaps a validation of a proposed correction to some problem they’ve discovered. The agency’ll be asked to make cost projections for various types of initiatives, but most of the time they’ll be asked for advice on how to implement or improve on strategies and tactics that relate to initiatives already underway. You see why, don’t you? It’s because day to day government and politics are both primarily problem-oriented.”

“So I’m talking about an agency that doesn’t just deal in great cosmic truths that can lead the nation and the world into a perfect future – it’ll be a very pragmatic bunch of guys who are also expected to help tell our bureaucracies how to cure all kinds of itches? That’s what I implied in answer to Malcolm’s question – but I wasn’t sure I was right.”

“You’re catching on” she replied. “In fact, you’re doing great, Andy. On the one hand the CA will be trying to help the voters and the Congress choose initiatives that will lead the country toward a better future – and on the other hand it will be offering mundane solutions to help people in the bureaucracies implement Congressional strategies and improve on their own tactics. It’ll be a shortcut shop, with good ideas to sell – but it’ll work best if people can always see what IPS thought bins their answers fall into. That’s the way you maintain perspective even though things keep changing with time.

“Overall, the best way to separate the dreams and the N/W/Ds from the necessities is simply to put a price on each one. That doesn’t mean the best solutions always have to be the costliest ones – far from it – but it does mean that you always have to judge the cost against the reason-why for spending that money.

“But to take it a bit further” she continued, “we also see the counsel as offering all three types of service that we use here – services that would be useful to the members of Congress and to the cabinet officers. We’ve referred to Research Reports several times, without completely explaining what led up to them – and I think I’d better make sure you understand what we do around here, and how it would apply to your project. I should have told you all this before, but I was hoping you would just pick it up – as you’ve done.

“One of those services is the instantaneous survey, just to get the counsel’s yes/no opinions in response to a question. Now I’m talking about realtime responses, hon, not end-of-the-year evaluations. Each would be handled electronically, and the reply could literally be sent back in seconds. That’s the Flash Vote – or FV as we call it.

“Going a step beyond that, the agency could also do what we do here – get a BICO reply on the considerations that would have to go into a project or on possible ways to improve on tactics. That could be done electronically too, using the groupware technique I showed you. We use that when we’re assembling a project. Remember? Everybody types in their suggestions from their work station – and let me mention in passing that almost 150 of our key counselors aren’t even physically located here at LVU – and then Commedit assembles the suggestions in the IPS format as a Flash Report. That kind of outline for a report would be useful to leaders who wanted to do all the actual program development work themselves, because it would help them avoid fool/factor.

“The third service is the one Malcolm was discussing – the one involving initiatives – and the agency would assign a project team to handle each request. But again, using electronics, the team members would seldom or never have to meet in person. Or even be in the same city. We call it a Research Report because it’s an in-depth report – in other words, a fleshed-out Flash Report – but it might still be just exploratory. Or it might just relate to a state-of-the-program reevaluation of an old program. And you might be able to tell at a casual glance that it would be far more costly than the benefits would justify – but that’s not to say that it wouldn’t make a valuable contribution to the Congress’s and the public’s perspectives on the general subject of government activities. The key description is that it’s exploratory.”

She hesitated a moment and looked at him, then said “By the way, while I think about it I’m going to cheat again and warn you against something. Don’t promise to include the use of computer modeling to check out a protoplan. I know – with all our emphasis on computers around here you’d think we’d be pushing for predictions by computer modeling as an integral part of your project, but Malcolm and Larrey say that simply wouldn’t be fully trustworthy unless the agency had been able to spend tons and tons of money, over a long period of time, to develop software and databases tied to several years or several decades of worldwide data input. And once you have that you have to factor in the public’s moods and perceptions. It can be done – and it will be done, some day. But just don’t promise it as a ready-to-use function of your agency at the beginning.

“Now don’t get me wrong. We do a lot of projections based on computer models, but we’re doing it in a relatively controlled environment. They’d need to fine tune it before they applied it to a larger universe. As the size of the universe goes up, the number of variables goes up exponentially. The real problem is that you can’t predict motivation resulting from perceptions, and we think that projecting the nation’s destiny according to models would only be partially accurate. At the moment, anyway. If it was that easy we’d be able to predict the stock market – so don’t inadvertently arouse any false hopes.

“Computers are valuable for a different reason. All our people are welcome to inspect each project as it goes forward, and there’s a big PD factor in our practice of letting our unassigned personnel make contributing suggestions to a project under consideration. Most readers who suggest changes want to ID their comments, take credit for them, sort of like an editor would make notes in the margin of a draft. Here, the terminal that sends the message is identified electronically, and the sender is required to add their ID number of course. That’s not what’s important, though. What’s important – the net net – is that our open system enables us to bring the perspective of almost our entire organization into focus on every single project. That’s also strong PD, Andy. Very strong.

“You’d be amazed at how many good suggestions pop up in those free lance add-on notes. And the senders take great pride in being able to say ‘I gave them the idea for this or that item’ when the final report comes out, even if they weren’t on that team.

“But don’t generalize from that. With electronic networks, in the future it’s conceivable that millions of private citizens could add their suggestions to the creative stew for every consideration – and that would be a major obstacle to a Commedit team’s efforts to get a report out on time. I’m not saying the public shouldn’t be encouraged to offer advice – I’m simply saying we’d probably have to work out ways to accept their input via a survey type receptor enterprise. And it would be handled on the Internet, not on a governmental intranet. Those are two wholly different concepts.”

“Wouldn’t it also be true that if a big chunk of the population that was online and anxious to make their opinions heard, there’d be one hell of a lot of nonsense too?” he asked.

She smiled and said “Yes. You’d have to winnow a lot of chaff to get to the grain – or, as they say in mining, remove one hell of a lot of overburden just to find the few gems that might be hidden in the mess. But that could be accommodated if it was done right – perhaps by running one survey after another, each one a little tighter than the one before. But if a million suggestions came in, and only a tenth of one percent were good ones, that’s a thousand improvement suggestions that should be included in the decision makers’ considerations. One way to eliminate the nonsense would be to require that suggestions be categorized according to where they fit into the IPS, then let the participants vote on their value. Perhaps give the suggestions value ratings from 1-10. But let’s forget that idea for the moment. That’s long, long range stuff – and besides, you’d only be surveying the people who had computers and time on their hands.

“What I’m trying to suggest, though, is that I dropped a great big hint for you a couple of minutes ago – and I still don’t think you heard me. You’ll already have a variation of that problem within your CA system.

“Not only should the people inside the bureaucracies be allowed read-only access to your agency’s work – a lot of the people in those bureaucracies should actually be employees of your counselor agency. And they might not even need to change desks. They could stay right where they were – and participate in the counsel’s operations via an intranet. They could be taken off the bureaucracy’s payroll and added to the payroll of your agency, and your agency could pay rent on the space they used, based on the cost-of-occupancy being applied in that building. We have a lot of bright people in those bureaucracies already – and they represent a lot of very valuable intellectual capital that’s not being well utilized. We’d recommend that they be given a nice raise if they were appointed to the CA staff, of course – to symbolize the importance of the new job if nothing else – so you’d have a big salary cost component in your planning. But not a big new building to pay for – except for the one you’d need for admin and machines.

“The colleagues of those resident experts wouldn’t necessarily be able to influence their input to the CA, but those colleagues should be able to inspect all CA work-in-progress and provide in-person input in some way. That means an employee over at the Department of Agriculture should be able to inspect the on-going work of a counsel task force on taxes and make suggestions – probably directly to one of the counsel’s agents resident at the DOA – on something outside that employee’s own field. And I mean make suggestions in a field which seemed totally unrelated to agriculture – and be able to lobby for their idea with a simple memo to a resident CA agent.

“That means a couple million government employees would have a privilege that individual voters wouldn’t have – semi-direct access to the perspective development system. Individual agents would have to perform their own Commedit function on that sort of insider input as part of their workload – but they could accommodate that.

“But never assume that specialization means lack of perspective. Everybody can gain a sense of ownership in the new plan – and the PD power of that, especially as a Quest satisfier, would simply be enormous to government employees, Andy. Simply enormous. It would allow them to identify with their jobs in a way never before available to them.

“It would also enable a government employee to be politically active without having to join a political party and compromise themselves publicly.

“It also means that about two million federal employees would be encouraged to make an effort to improve on the effectiveness of the government, in every program their government initiates, at all times. Those people want to improve their government too, you know – and it’d be a safe bet their feelings on that subject are stronger than the feelings of the general public. ‘Give the slaves a voice!’, as Chang puts it.

“The problem is in the system – not the people. ND, as a dynamic, should be almost totally out of the picture – except to the extent that a lot of mixed up thinkers would be disappointed if nobody paid attention to their suggestions. On the other hand, they would all learn to improve their thinking patterns just by trying to contribute.”

She stopped and gazed intently into his eyes, and said “But there’s a caveat. Can you guess what it is?”

“It sounds to me like no real work would ever get done” he replied, and gave her a little kiss on the lips. It seemed so natural that it took a moment before the two of them realized what they’d done. Talia backed away and flushed slightly.

“You’re right” she said. “What we have here at LVU is a decision making factory, and that’s just about all we do. Most of the work at a bureaucracy, however, is transaction-intensive, not decision-intensive. It’s a given that about 10% to 15% of the people in the bureaucracies would tend to become obsessed with just studying what was happening in the counselor agency’s work-in-progress files – and while perhaps a fifth of that group might be good candidates to actually work at the agency, their uncontrolled obsession could result in at least a 10% to 15% reduction in productivity at their bureaucracy.

“We came to the conclusion that giving non-CA government workers a read-only access to the agency’s work-in-progress would have to be limited to their non-workday hours or their coffee breaks – and we didn’t like that, but it seemed the only reasonable solution. And, as I mentioned, those who were interested could only make suggestions to the CA employees who were resident in that bureaucracy – not directly to the agency. That means the resident CA guys would be buffers between the suggestors and the actual assignment teams at the agency – but that would at least allow interested federal employees to lobby and make indirect contributions to the work-in-progress.

“Here’s the real point, though – the people we’ve been referring to as ‘agency experts’ will have to keep their perspectives up to date anyway, and that means doing a lot of reading, going to symposiums – and listening to the POVs of lobbyists who want to make certain their views are being considered within the agency. And we think that should include listening to unsolicited suggestions from other government employees. So the net net is that the procedure I just described will let bureaucratic employees have approximately as much cognitive influence in the preparation of suggestions as the lobbyists have.

“All this is going to represent a new paradigm to the lobbyists too, you understand. The best way for them to be able to get their messages into the minds of the CA people will be to establish Websites on the Internet and try to attract everybody’s attention.

“Of course the lobbyists could still gain direct influence with the members of Congress so they might still have greater influence on the final decisions than the CA people – but we don’t think the members of Congress will have to rely on lobbyists as much for knowledge

input in the future as they've had to in the past. Campaign contributions will be just as big as before – or bigger – but decision makers would be forced to think more independently. And just for the record, in case you don't realize it – not all lobbyists are sinister players in the grand scheme. A lot of them make really valuable contributions. See what I mean?"

"I'm impressed" Bellander said. "These are great ideas! But that would mean that only government employees would be allowed into the decision making process, and the public would be frozen out. Wouldn't it? On the other hand, I guess you have to perform triage somehow or you wouldn't have any quality control at all, would you?"

Talia smiled and said "Without quality you've got nothing to offer. It only starts at the ballot box – it needn't end there. But what we're mostly talking about right now could be classified as normal things which should be happening in government operations – and will happen, in the future. Small bits of input, perhaps – but incremental improvements can be very valuable. But more to the point – as you'll realize later – what we've just been discussing is far bigger than what you've just been imagining."

"But even with the promise of the highest quality imaginable" he replied, "I still just don't see how you could give a counselor agency enough prestige so all the big egos in Washington would pay attention to it" he replied. "I think there just has to be an ND factor in there somewhere. Is there an ND for the big egos?"

"As Frank keeps telling you" she answered, "everything revolves around communication. It's a given that you're going to have to communicate with the public, isn't it?"

"Yes" he answered.

"And we've been talking about evaluation at several levels, haven't we?" she asked. He nodded.

"Well, what is the public supposed to evaluate?" she asked. "Look for the What answer first, not the How answer."

"They'll want to evaluate whether the Executive branch and the Legislative branch are actually achieving the objectives they've been told to achieve" he replied. "But the public'll only be interested after the fact, not during the planning – not at the point where directions are established. The public will still want to leave the goal setting to their surrogates. Right?"

"Yes and no" she replied. "With time, they'll begin to have a strong influence on the P/P/Os too, once they begin to take your first report seriously. It won't take too many years for the politicians to figure out that the public is watching their agendas as well as the results they produce. And the elected officials will be soliciting input from their constituents, both in person and by surveys.

“Once your agency gets itself organized to the point where they can attach PAOs – purposes and objectives – to each item in their Status Reports, the public will begin to make connections between the quality of the planning and the quality of the results. Leadership requires follow-through – from beginning to end. And the Status Report information will help build the public’s leadership perspectives, automatically – and officials will come under scrutiny, automatically – which means the big egos will quickly learn how to use the CA tool to enhance the public’s perceptions of what they do.”

He smiled and nodded. “If you say so. I can see where that might happen.”

“How else will the public know how to evaluate their surrogates?” she continued. “We’re discussing a process, an ongoing process, not a series of isolated moments in time. The public’ll have to continuously get their hands on new facts before they can make their next informed judgments. Would you rely on an Executive branch report on how well the surrogates were doing their jobs? Not if you wanted unbiased data, you wouldn’t. At least not in the next 50 years.

“I grant you that only 10%-15% of the public may take an active interest in these things at first – but that’s more than enough to keep the politicians on their toes. I think you’ll find the news media will begin keeping tabs on bureaucratic performances too, once the measurements become public – and that there will be a very large number of special interest chat rooms on the Internet doing the same thing. All you need is a 5% stake in a corporation to be able to make yourself heard at the highest levels – and once the surveys start to show that something like 5% of the voters are following what’s going on in government, you’ll find that the guys in Washington will be paying attention.”

She smiled at him and her voice became intimate as she said “There will be an actual commitment to political promises of a magnitude never imagined before. Now tell me again, my dear – what does BICO mean? And what are its implications for your agency?”

He momentarily lost his train of thought as he reacted to her voice, but he replied “Best Informed Composite Opinion. And I don’t know.”

Then, after a moment, he said “I think I see where you want me to go. If the counselor agency is going to communicate opinions that’re valuable enough for the politicians and the public to respect, they’ll have to be based on data the agency has collected. Their own perspectives’ll have to be a primary source for their first report – but their collections of data will have to be a primary source for their second report – and that means they’ll have to have as much investigative power as the FBI and the GAO, won’t they? They won’t – they can’t – just rely on Executive branch reports. Malcolm said that this morning.

“And their composite opinion would throw the fear of God into the guys in both the Legislative and Executive branches, wouldn’t it?” He grinned broadly. “And if I explain that to the public, the public’ll insist that Congress create the agency. That second report would sure make the president a little more cautious about what she said in her state of the

nation address, wouldn't it? Everything starts with the truth and with DIE – and the agency will be the de facto keeper of the fountain of truth.”

“Would that worry you if you were back at your old job?” she said, ignoring his grin. “And would you blow the whistle if you thought somebody was screwing up? And have you realized that the president wants that report as much as the public does?”

“You'd better believe it would keep me on my toes!” he replied. “And yes, I'd blow the whistle. The counselor agency would be a way to let the sunlight in, whether it was good news or bad. Dynamite! But your point is that, to be sure they had valid data, the counselor agency would have to have all kinds of investigators out in the field, adding to their composite opinions all the time. Right? That's why they'd have to have those 30,000 employees, isn't it? And maybe more. A lot of them would just be desk auditors, but a lot of them would have to be sort of investigative reporters – and they'd have to have the power to look into anything that interested them. They'd have to have the key to every locked closet.

“That'd really be a high honor job, wouldn't it? And only people with the highest ethics could fill it. Nobody – including agency experts resident in the areas being reported on – should be able to stonewall them without fear of some kind of ND. And if you add in the whistle blowers you're talking about adding a couple million additional investigative reporters. So there is negative discipline in there! Big time ND! And the big ego guys who bought into the game would suddenly find they were being called statesmen – not just politicians. Big time PD too!

“But I can see high tensions between the resident CA agents and management at the bureaucracies where they're resident, hon. Management would see them as spies and fault finders – with the power to look into every closet and blow the whistle whenever the mood hit them. That'd be disruptive, my dear – very, very disruptive.”

He thought a moment, then said “But by the same token, all it would require would be professionalism by all parties – and a minimal amount of politicking. That's why the agency should only be making suggestions and reporting results, as you said – rather than trying to throw their weight around. They'd be exposed to the same negative discipline, in reverse, and they'd have to limit themselves to just reporting results – not with second guessing the tactics that produced those results. Unless and until Congress asked for corrective suggestions they didn't think Op system managers were capable of providing.”

“Close” she said. “Very close. That's why it would be safe to give the CA unstoppable investigative power. And it's also why the leaders in those bureaucracies would be wise to pick the brains of the RAs – the resident agents – and to act as lobbyists toward them. Sort of an inside track – but at arm's length. There'll undoubtedly be times when they get in bed with each other, Andy – so some people will need a change of scenery now and then – but the BICO effect will accommodate such minor contaminations of opinion. And investigators probably should not investigate their own or their previous agencies.

“But keep in mind that knowledge is power and that their relative immunity to retaliation could also entice those RAs into political blackmail, which could lead to all kinds of unintended corruption – like the old J. Edgar Hoover situation. Counsel reporters can’t be allowed to coerce or dictate to the operating people or the Op people will lose their ability to function. So that’ll be a key strategic requirement – keeping your counselor agency from abusing its power. That’s a requirement – a given – an absolute.”

“Right” he mused. “The counsel would actually have secret potential ND power to the nth degree – but they couldn’t be allowed to use it, could they? Not directly, at least. In fact, there’d have to be some really strong prison sentences connected to its misuse. That sounds crazy. How did you guys handle it?”

“So you’ve gotten so desperate that you’re trying to get me to cheat by telling you all our secrets instead of making you figure these things out for yourself?” she asked. “I’ve already gone much too far. I’m as bad as the rest in wanting to give you secret help.”

“I’ll give you another kiss if you tell me what you know” he replied.

“Save it for later” she said with a grin. “Much later.

“But the answer is that we put every CA expert on a four year employment contract – and allowed any member of Congress to blackball the renewal of that contract without explanation, and without appeal. Considering that we’re talking about people working in a political environment that’s pretty strong medicine – but it does conform to the fourth C. That would be more symbolic than real, Andy – but it would leave no doubt in anybody’s mind as to who was in charge.”

He paused a moment and stared at her appreciatively, then said “Let’s go back to the rest of this communication idea. If the counselor agency is going to be competent to publish a Status Report – the next question is should they be presenting their information to the decision makers in Washington first or to directly to the public first? On one hand I want the public to take the initiative, but on the other hand I don’t want them to become meddlers. You know that once any information becomes available to the public, there are going to be flaming activists finding fault with it and trying to get things their way.

“Plus I’m still fretting over this Congressional micromanagement thing. I don’t want to give either Congress or the public the impression that the counsel concept is expecting either of them to micromanage. I don’t want them to think they have either an obligation or an opportunity to fix every little thing that needs touching up in the Executive branch, and by the same token I don’t think it would be very smart to give the public the impression everything was all fouled up. That’s the too-much-of-a-good-thing problem.

“Boy, does that lead to a dilemma! On the one hand I want the CA people to encourage the bureaucrats to fix problems before they have to be reported, and on the other hand I

want those reporters to be immune to being bribed to keep their mouths shut. I guess that means they'd have to report every problem they found – but show whether the problem was being fixed in the field or whether it needed attention at a higher level.

“I mean, the Status Report would be a feedback report, and it could have a dual purpose to the top decision makers – both on plan re-evaluations and on operational corrections. There will always be things that need improvement, but I don't want all that feedback to force the top people to be forever focused on negatives. That's where we are now – too focused on the problems of the moment. I don't want the whole damned government to go into some sort of permanent knee-jerk self-correcting self-flagellating mode.”

Talia grinned at him. “So are you saying that it would be a static or a dynamic reporting process?” she asked.

“I don't follow you, sweetstuff” he replied.

She grinned and said “If it was static, they'd just collect data all year and at the end of the year they'd publish the report with all the information, good and bad, buried beneath tons of statistics and field notes. Think what would happen if the FBI was forced to publish all the reports its special agents turn in during a year. No outsider – and probably no insider – could take the time to read all that. The general data obviously needs to be summarized, and any negative portion of the report, even in an executive overview format, will automatically become dynamic.

“But you're on the right track if you inform the people you're reporting on that you are going to have to publish some bad news about them. In most cases that would give them a chance to correct the situation before the report came out. The report could then say that such and such a problem had been identified, but describe a TAP response that had resulted and indicate that steps were being taken to correct the matter. That puts a time extension on it, and that would take the sting out of it – turn a potential ND enforcement into an act of PD.

“That's especially important, Andy, because the premise behind all this is that the problems are being caused primarily by the system – not by the people. Plus I guarantee you that the members of Congress place too high a value on their time to want to stand around cracking whips on the backs of the oarsmen.”

“Sure” he said. “This way assumes the opposite. You're a genius! The counsel would also have PD power to the nth degree – and that's what they'd enforce! That's just what we'd need. The fact that the problem would have to be publicized, with or without correction, would minimize the possibility of the agency reporters getting involved in blackmail and corrupt reporting. Especially if there was a stiff penalty failure for doing it – and especially if it was easy for the victims to blow the whistle.

“And the fact that it was being called to their attention, plus the assurance that something was being done about it, would make the taxpayers feel like CEOs themselves.”

She gave him a little kiss on the cheek and said “I also have the advantage of having listened to a lot of bright people go through this same swamp of convoluted thinking over and over before you got here.”

He gave her a hug and said “I love you. Tell me all your secrets.”

She smiled and said “Well, the big one is that I’ve won seven holes and you’ve won none. You haven’t even tied any.” He lost both the eighth and ninth holes too.

He was quiet for awhile as they stopped for refreshment, and then with a small frown he said “Talia, I trust everybody here, and I know they’re sincere, but I really don’t know if I agree with all of their theories or understand why they keep over-explaining everything. The truth is that I still feel a little dubious. I’m sorry.”

She smiled but didn’t answer.

“Government is more about money” he said, “than about motivation or noble ideals. It’s about collecting tax revenues and spending tax revenues. It’s about spending money for defense, and fair enforcement of laws, and health care, and retirement pensions, and propping up the economy so there will be more tax money to spend – and lending money to countries around the globe who need help.

“Take health care – where a trillion dollar industry is still up for grabs, and a jillion lobbyists spend a gazillion dollars on propaganda and write-in programs and campaign gifts to try to influence the decision makers. The counsel’s opinions might not carry much weight where money like that was involved. And a counselor agency’s opinions are bound to offend somebody, whether or not the opinions are valid, so it’ll always be at the center of disputes and smear campaigns. Once the news media decides the counsel is a leftist organization or a rightist organization – and that’ll happen – what Congressman who claimed to be the opposite would dare accept its advice?”

“Yes, that’ll happen, Andy” she said. “At least a little bit. No doubt about it. We live in a responsional world. But once you have an accepted objective to serve as an anchor, you will have neutralized much of the hi-frax rhetoric. And you will have at least a rough evaluation point from which to judge the validity of all the conflicting charges and opinions. In health care, for example, a Research Report would have to have compared all the pluses and minuses – and Congress could request that the agency provide that list of pluses and minuses so it could check out all the assumptions behind the suggestions. That at least would put all those facts on the table with a minimum of slant-factor.”

“And shed light on the efforts of the spin doctors” he added.

“And also shed light on the involuntary misrepresentations” she continued. “But most of that will be fool/factor, not outright lies, hon. Politicians tend to be more enthusiastic than crooked, even though it may look the opposite sometimes. And the bigger the budget – whether it be health care, or defense, or Social Security, or welfare or whatever – the more important it is to get balanced, carefully-examined facts onto the discussion table. That doesn’t mean the final decision will be any easier of course. Only that the decision makers won’t be alone when they make it. BICO will apply – in many ways.

“What we’re talking about will require that the occident learn the patience of the orient. We’ll have to begin to look at time frames in a different perspective. For example, when the use of gasoline engines became popular at the turn of the 20th century it was obvious to anybody who thought about it that someday we would run out of petroleum. But, true to their code, the responsionalist minds running the country kept waiting for problems to become too large to ignore before they did anything about it. The petroleum industry kept finding new deposits of oil, and the leaders kept putting off the need to plan for the future.

“Now let’s say that in 1910 your counselor agency had started saying we needed to set a national objective of preparing for the time when there would be no more oil available at a price anybody could afford. And every year they’d have said the same thing. For the most part they would have been ignored, primarily because they would not have been able to suggest a deadline during the first few decades. So that might have gone on for many, many years. Would that have been useless?

“I don’t think so. Candidates for office would have begun including that N/W/D in their campaign promises because it sounded safe – something they could promise and not have to do anything about – but the public’s awareness of the subject would have been growing. And after the first major fuel shortage their opponents would have been able to publicize the lack of action and beat them in an election if they hadn’t shown some initiative in that area. And those new people would have had to live up to their commitments too, because the public would know that the counsel could do a workup of what would be necessary to make progress toward a first-step time-oriented strategy.

“Now the whole thing could have degenerated into the mess you mentioned about how the health care legislation was handled – because we’d now be talking about oil companies who play for keeps and who have greater annual revenues than many member nations in the United Nations – but if it had been handled according to the way your project will recommend, everything would have proceeded at least semi-logically. There would have been give-and-take, but probably nobody’s ox would have been gored to death.

“It’s true that current predictions don’t have us running out of petroleum until 2100, and perhaps well beyond that if we can make significant improvements in the conversion of coal tars – but if we could find a viable replacement, now, just think of the potential benefits to the environment. That’d be far more important than new weapons systems.”

He grinned. “There’s an old truism around Washington – that if you’re going to make a mistake, make it a whopper. If it’s big enough, nobody will ever notice that the basic assumption was wrong in the first place – and you can blame somebody else later.”

He sat quietly for a moment, and then he looked at her and said “I love you”.

“I love you too, Andy” she said with a slight blush. “But right now I need to get you to think about time frames. Remember the time frames. Remember that you’re a fighter pilot, coming out of a responsionalist environment, who is conditioned to live by the quick fix. It may take two centuries to cause the ship of state to change course – especially since the electorate is a captain inclined to make decisions slowly. Your project is so big that the two of us mean almost nothing by comparison. We need to keep this impersonal – until you’re done, at least.”

She gazed at him a moment and said “I remember something from your background data that applies here. When you’d write a report, it had to go to your superiors for editorial review before you ‘issued’ it. Am I right?” He nodded. “So you know from experience that everybody thinks they’re an editor. Everybody thinks they’re qualified to tell everybody else what to do and how to do it. That’s what Frank calls ‘one of the universal impindors’. But the other side of that coin is that not everybody is a writer or a creator.

“So the trick in a democracy is to gain a consensus on what should be done, then have some gifted writers write it out, then let the public’s appointed decision makers do the final draft. And if you can get them to do all that in cognitive mode instead of responsive mode, you will help them achieve action much more quickly. That’s TE – which, in turn, will allow them to move on to their next project. At the moment, our government officials are living from problem to problem, not from objective to objective. They’re in quicksand – and the time economics of our national government is totally out of control. And it’s really not their fault!”

They resumed their game, and Talia said “But it’s more than time frames, Andy. There are also many levels of psychodynamics involved in your project. For one, the top level person and the fourth level person have very little in common. They don’t really share the same objectives, they often can’t communicate effectively, and a decision forced onto the fourth level by the top level is at risk of being implemented badly, because of fool/factor.

“From another angle, when a decision will affect an individual and that individual is allowed to help in reaching a solution, that’s a big PD factor in their mind. That’s a reason why, aside from my personal feelings, I’m so happy to be allowed to be the facilitator on your project – the feeling of making a contribution. And even if your agency merely manages to communicate P/P/Os clearly – because they understand them clearly – that’d be almost as big a contribution in the minds of the governmental staff members. It could certainly help produce more effective results in government work, because the workers would feel they were less vulnerable to unfair ND. There’d be more enthusiasm and more creativity – and less tunnel-vision ideology.

“When a large group of people share a sense of ownership of an idea, and when you have a group of individuals striving together to reach objectives, their successes bind them closer together as a team. Once your project has been put in place and has operated for a decade or two, all of those PDX factors will fall into place – and the morale of the nation and the desire of both the citizens and the government employees to participate in their government will begin to climb dramatically. Our national morale has always been high – but you ain’t seen nothing yet.”

He thought a moment, then said “That’s where Phase Two comes in? Once Phase One is in place and we can prove that it works, we help the rest of the world adopt it?”

“Yes, my dear” she said, “but first we have to convince you, and then you have to convince the nation. And in the meantime I’m trying to lose at golf, and I’m winning in spite of myself. I’m some motivator!”

They paid more attention to the game as they played the rest of the round, but in spite of his efforts to use Chang and Frank’s distraction tactics the best he could do was break even on the last six holes.

When they finished Bellander said, “I’d like to keep talking. Shall we go down to your lyceum or up to my place?”

“Do you have any food in your refrigerator?” she asked.

“Not much” he answered.

“Tell you what – I’ll stop by my place, take a shower, grab some munchies and then come up to your place. How’s that? My apartment is just four floors below yours, you know”

“You’ve got a deal” he answered, trying to disguise his surprise and delight.

He started to say something but was interrupted by Angie Johnson’s welcome as they entered the Tower I lobby. The three of them chatted briefly, then he and Talia entered the elevator. He remarked that he admired the air of professionalism Angie projected and Talia said “She and her husband were in the army, and they both went through some very advanced training. Unfortunately he was killed in what our politicians called a peace keeping mission so Angie and her daughter came here, and we feel very lucky to have them with us. That professionalism you sensed is real.”

“I’ll see you in 20 minutes” she said as she left the elevator, so he took his shower quickly.

She rang his doorbell exactly 20 minutes later, and handed him two sacks of food as he let her in. He put the food in the kitchen and said “I’d have thought your badge would have opened that door for you. Am I living in a totally restricted area?”

She laughed and said “My badge will open any door, the same as yours. I just didn’t want to surprise you. Does that worry you?”

“Not in the least” he replied, pulling her into his arms and kissing her. She melted against him and returned his kiss passionately, then she pushed him away and said “That’s altogether too much of that. What else did you want to talk about?”.

He looked at her a long time and said “You belong here. This is your room. I can tell you’re the one who put it together for me. It fits you even better than it fits me – and it appeals to me more than any place I’ve ever been.” Then, with an effort, he brought his mind back to the project.

“Your Dad was arguing something I’m not sure I understood. He said that democracy wasn’t necessarily a good system for most countries. Did he really mean that or was it some kind of test to see what I’d say?”

She obviously had to make an effort to get her mind focused on the question, then she gave him one of the smiles he had come to treasure and said “Yes, he meant it, but perhaps not in the way you heard it. To him, the three most important things about your democracy project are validation of the BICO mechanism, maintaining the independence of the judicial system, and getting the news media to strengthen themselves by becoming more responsible rather than weakening themselves by pandering to sensationalism.

“And the overriding factors behind that are his and Mom’s absolute commitments to the rights of the individual and to the use of logic to protect those rights – but you have to understand that sometimes one of those factors gets the highest priority, and sometimes the other one gets it.

“What he said about democracy actually applies to most countries, including the U.S. You’ve been in dozens of the so-called less developed nations. Can you say, in all honesty, that the average citizens in those places were prepared to take the place of their OSLs in making the decisions necessary to run their country? And for that matter, do our own average citizens take their responsibility seriously? Whenever that’s the case, it’s better to put their rights at risk and let somebody else do the thinking for them. There’s at least a chance that a dictator will use logic – and the opposite of an OSL is anarchy.”

“Are you saying average citizens aren’t competent to make those kinds of decisions?”

“Yes and no. It’s the three Cs thing, Andy” she replied. “Most are capable. Certainly a majority always is. Most people have enough innate capability to participate in BICO, but most of the world haven’t yet developed their potential competence to the point where they really make a valuable contribution – but that’s because of lack of perspective. Plus, time economics would prevent citizens from keeping themselves informed and present

systems simply can't solicit input from every citizen. Only in the U.S. would we have the money to try to do it effectively, right from the start.

"The point is that most national problems require national solutions, and when that doesn't occur it's really the capability of the system, not the capability of the people, that's to blame – so you can't just drop an objective-based system on them and expect them to make it work. It just isn't realistic to think people will be well informed on their nation's issues when staying alive is the only thing they have time to think about. So wherever an election rides on the personalities of the candidates, not on the issues, you are still in the OSL mode – and it's probably the only mode those citizens are capable and competent to use. Very few elections turn on logic. They turn on promises and perceptions, not logic.

"The whole world – including our own country – is responsional, which means people all over the world are conditioned not to think for themselves. They expect to be told what to think, and then they react to that. Let me give you an example of a responsional attitude. Among other things, Mary's department creates programs designed to enhance safety practices for manufacturing companies. Now those companies already have safety programs in place, but the reason they come to Mary is because the motivation is missing. They want her to sell their workers on their programs.

"You see, workers assume they're working safely, even if they're not. They figure that if an accident happens, whoever made the rules didn't make enough rules – they always blame somebody else – and in that case they rationalize that the guy who made up the rules must be at fault. You have to change that mindset – get them more involved – make them do their own thinking and take responsibility for the results. Either that, or you have to use ND to force them to do what other people say they should do, which is responsionalistic – and tends to be counterproductive.

"It's all about psychodynamics. People make the world go 'round, and if they find themselves in a system that operates badly they just blame some outside cause, adapt to the frustration and get on with trying to achieve their personal goals. And if there's an election they rely on hopes and promises. They don't take ownership of their government any more than they do of a safety program.

"Resignation to fate's not good enough. You have to initiate change, not live with frustration – but you need to cause change thoughtfully, not emotionally, or fool/factor always screws thing up. The democratic system is best, but you have to prepare the people so they can learn to use it competently before you make it available to them.

"You have to change their mindset from 'It's not my fault' to 'What should I be doing?' Does that explain Dad's position?"

"All except the part about people making the world go 'round" he answered with a grin. "I thought it was love that made the world go around. Isn't it?"

“I suppose so” she answered. “I was merely misrepresenting the situation a bit to make my point. How come you’re being responsional when I’m trying to be logical? Haven’t we taught you anything?” She wrinkled her nose at him.

“But remember when Frank said a nation has a personality, just like a person?” she asked. “Dad makes a distinction there. He says that an OSL leader or an OSL group has to take personal responsibility for things like genocide, or ethnic cleansing, or repression of civic freedom or other sorts of unacceptable actions. He says the leaders have to be treated like criminals if they’re acting like criminals. That’s because the citizens presumably didn’t have a say in making the decisions to do those things. But in a true democracy the entire nation should be held at fault. Our LV-TV shows are shown in some pretty OSL-oriented countries, and Dad has stepped on more than a few toes in talking to some of their leaders. He says that whoever accepts responsibility must shoulder it – not pretend to shoulder it. It’s just a matter of accepting the true definitions.”

“I keep trying to use accuracy of definition” he replied. Then he said, slowly and seriously, “Talia, I just don’t see how an agency can help the public choose objectives effectively without somehow trying to control the public’s mind. I’m just not seeing which of Frank’s psychodynamic techniques can solve that part of the puzzle. On the one hand I want to dictate to the voters, and on the other hand I see the voters ignoring everything a counselor agency suggests to them – and nothing happening. Forever. Is that just my responsionalism? Too much of a hurry?”

She curled up on a couch and just smiled at him. He took a chair facing her and growled at her, then said “OK. OK. Let’s say the counsel publishes an Objectives Report. You know the public wouldn’t study it. Or let’s say we put an electronic device that’s a combination information spouter and voting gadget in every home. Even if some of them did vote, most of them wouldn’t study the issues, because they wouldn’t have time to – so that wouldn’t give us valid results. And we can’t use ND – like fining them for not voting – because they wouldn’t be obligated to pay any attention to a counselor agency anyway. Frank says communication is the key to everything, but I don’t see how. I don’t see it.”

“We have to keep going back to time frames to see that, Andy” she replied. “If you had a lawyer who kept suggesting that you should draw up a will, you’d probably get around to it after she had said it enough times. It’s the same with your counselor agency.

“You’ll catch the public’s attention when the agency is formed, because the news media will be all excited about the fact that none but ‘the best and the brightest’ need apply. That’ll be a start. And then a bit at a time the media will start holding the politicians’ feet to the fire to make certain they’re doing what they’ve promised to do – and that’s good – and then the agency must take advantage of that newsworthiness to discreetly promote its contributions and keep the public interested in what it’s trying to do. But it must do so very cautiously. Do you see why it’d be an error to try to hurry things along?”

“Well, the agency should never be allowed to give the impression it was an elite group that was better qualified to govern than the people in the Congress – even though they might be. Come to think of it – are you guys suggesting that we bypass the establishment and just hold elections to fill the key positions in the agency? Hey, that might make sense!”

She smiled broadly and said “That might be a usable suggestion a century or two from now. After the agency has proven its value. But I doubt it. The agency leaders should be nominated by the president and confirmed by a Congressional committee – but the agency leaders should be allowed to hire the rest of their staff. The representatives of the people should only be allowed to do politicking and negotiating on who leads the agency. The legislative guys are accustomed to flexing their muscles and testing their strength and satisfying their egos by negotiating – and that’s all right. In fact, it’s important that they get to do so. But you’ve got a big selling job before you can start worrying about things like that anyway. That’s procedural, not conceptual – tactical, not strategic.

“We wouldn’t get very far if we suggested to the members of Congress that they create an agency which appears to have the ability to replace them, would we? But we don’t need to. Another one of Dad’s and Mary’s favorite expressions is that ‘it isn’t enough to be right, you must also be effective’, and that certainly applies here.”

“So I have to keep emphasizing that the agency can help both the Congress and the administrative guys do their jobs better, don’t I” he asked.

“Yes” she answered. “Furthermore, we’re hoping that various individual nations in an international consortium might put together their own versions of your counselor agency, so their leaders could get BICO input from their own CAs as well as an international CA in order to select suggestions about both local and international matters. But that means that dictatorships who joined the consortiums would then have to allow some sort of international counselor agency to act like a de facto Congress to them. The consortiums would be guided by two levels of BICO – the first from within the super counselor agency and the second from within their own agencies. Their private agencies’ opinions might count for more in their spheres of influence than ours would here in our own country – although the various agencies throughout the world would be networked and working closely together, so they might be more of a composite agency rather than a group of standalones. That’d be the ultimate BICO – but that’s a long way in the future because selling that concept will be like tiptoeing through a mine field.

“Phase Two will have to convince the OSLs their agencies won’t compete with them or confront them, etc. – and we think it’s possible to make that happen.

“The reason your agency would have to be circumspect about promoting itself here in our country, however, is because it would be a service agency, and as such it could only be a passive advocate, not a dynamic advocate. To put it another way, it could analyze and recommend, but it could only suggest its answers – it would not have authority or responsibility to promote them. An agency in an OSL environment would be forever

walking a tightwire in order to remain effective and at the same time avoid risking retaliation from the OSL power group who prefer to keep mistakes covered up and to make decisions on whim.

“Promoting ideas, you see, requires selling and selling requires promises, and as long as our public has the leadership power they must have the ND enforcement power that goes with it whenever an official makes promises he can’t keep. That’s why your agency must differentiate between promises and recommendations. Dishonesty would justify ND enforcement – and so would attempts to intrude on the Congressional power structure. We take the implied warranty concept very seriously here in the Valley.

“And you can be certain a CA in an OSL environment would not try to assume a dynamic advocacy position either. The OSL bosses would see to that – but those CAs would gain power over time. You can also be sure of that – at least for a great many of them. Truth is a powerful force, and even dictators want the truth – even if they don’t tell their public.

“It’s true that controlling such power does convey the ability to enforce negative discipline – but using power effectively requires that you apply PD more than ND – and since both types of discipline can be enforced indirectly as well as directly, the ability to offer wise counsel can definitely become a source of PD. The OSL bosses, in spite of their compulsion to be in control, would eventually learn to place a high value on the counsel of their CA – and to take credit for its work. It’s a given that a lot of them would try to set up phony counselor agencies instead of real ones, but the resulting fool/factor would soon expose the errors of their ways. Pretension is always a two-edged sword.

“And if an agency publishes an actual annual report on the actual state of the nation, the public will tend to want to react negatively – toward somebody, anybody, including the OSLs – if portions of the report are bad. That wouldn’t be good from the OSL bosses’ point of view, of course, but the smart ones will seize on such reports as a way to show leadership – and the net net is that in the end the local CAs, both here and abroad, could be effective in spite of a situation where heads might roll.

“An OSL might fire department heads if his agency started giving him bad reports, and that’s bad management technique, but the country might benefit from the reporting service nevertheless – so the sacrifice of those department heads might be worthwhile because in an OSL environment it’s almost a certainty that such department heads would be political dilettantes, not professional managers. Just think of that as governmental hygiene, Andy. Don’t worry about whether it’s fair or not. And don’t worry about the fact that politicians can fire your agency experts either. It’d all work out for the best over time.”

She put a fierce scowl on her face and said “Trust me!”, and he tried to give her a kiss but she pushed him away and continued.

“In the more open governments the news media will begin rubbing the public’s nose in the fact that what they have in the present is the result of what they voted for in the past, and

the public will begin to pay more attention to the counsel's suggested objectives – and to the cost estimates attached to them as the Congress begins to do research on each idea – and to the opinions their officials and their candidates for election are expressing. More to the point, the media will begin dredging up old promises – and it'll be embarrassing to those who could have made good on them, and didn't.

“In other words that second report – the Status Report – published by an absolutely unbiased agency, is the basic catalyst that'll get the public more and more involved and will lead them back to the Objectives Report. That's a new paradigm, you see – because nobody is used to seeing status reports in government. Only in business. And the fact the Status Report is also showing that tactical corrections are already being made will just be icing on the cake. That's the long range PDX – and would be even for the OSLs.

“But keep in mind you'll need to keep the Congress on a leash, to govern the agency's work load. Imagine that your agency came up with a list of a hundred purposes with a thousand objectives the country should be trying to achieve. Without somebody to decide what they should work on first, both the public and the Congress would expect the agency to do cost estimates on the whole thousand – and that'd not just be impractical, it'd probably be impossible to meet the deadlines and maintain quality at the same time.

“They'd need to do an entire Research Report on each objective attached to each purpose – and those jobs are time intensive as well as cost intensive, no matter how fast your system – so they may need to keep the workload to just 15 or 20 projects at a time. Some number like that. At first. In a century or two they may be able to do valid cost estimates on everything in the Objectives Report at the time they publish it – but that'd be a false inference for now. At the beginning the agency'd simply be overwhelmed and cease to function effectively if they tried to accept too much work all at once.

“It's the same point we made earlier, because if the counsel became responsible for doing all the necessary field investigations, plus doing cost projections on every item in the suggested list of objectives, you'd probably need 100,000 personnel instead of 30,000.

“Remember that Congress has a lot more to do than just working on a limited number of initiatives, and they'd have a right to expect this service agency to help with those things too. Let's just stay focused on trying to get the public to choose unifying national objectives and to be interested in measuring and evaluating the effectiveness of the current operations – and what you've suggested so far is right on target for making that happen.”

“It all seems to make sense when you explain it” he said, “and I can't tell you how much I appreciate your help in helping me keep it all into focus. I seem to keep drifting off course. Hey, what's say we have a bite to eat?”

They made sandwiches and she talked about the history of Lexus Valley and many of the unique experiences the organization had had, as well as the many success stories surrounding each of the Blues. Then, as they were carrying their dishes to the sink, their

elbows touched and they were suddenly in each others' arms again. And nothing could have made her go back to her apartment after that.

In the morning he awoke to find her sitting up in bed, gazing at him. She gave him a big kiss and they held each other a long time. Finally he said "Do you want to do it again?"

She nuzzled his cheek and said "I know. And I'd like to. But I don't think we should."

He looked at her intently and said "Am I coming on too strong? I'm sorry."

"Oh no, it isn't that" she replied. "It isn't that at all. It's something else."

"What?" he asked.

"It has to do with psychodynamics" she replied.

"Don't give me more of that gobbledygook!" he said firmly. "Talía, I want to be with you more than anything I've ever wanted."

"I want to be with you too" she said.

"I don't want you to go to that other apartment at night" he said. "Let's get married, if that's what it'll take."

She almost recoiled from him. "Oh, Andy, I can't! I shouldn't be here at all – but I just had to let you know how I felt."

He sat up and said "I don't understand. Why can't you?"

"It's your project" she answered. "I'm your facilitator, and I'm not supposed to let anything interfere with your thinking. I especially can't become one of the distractions I'm supposed to protect you from. It's more important than just the two of us. It's too important to – the world. I can't let you become distracted into overlooking something or taking anything for granted. I just can't."

"But you're here, aren't you?" he demanded. He gazed at her closely for a moment and then said "Talk to me. You've got that damned mischievous look in your eye, and I want to know what's behind it."

She sighed and said "I'm here as a preemptively defensive move, sweet stuff. Don't you understand? This place is full of brilliant, attractive women. Haven't you noticed?"

He grinned and said "I've noticed more than one of them looking me over like she was stalking game. Is that what you mean?"

“That’s exactly what I mean” she replied. “And some of them are already asking me sly questions to see where I might plan to fit into your future – and the rest of them have been teasing me for not making a preemptive move to protect my opportunity. We’re all thinking about Frank’s puppydog premise.”

“What in the world is that?” he asked with a sigh of resignation.

“It’s sort of a delicate thing to try to explain” she replied. “Promise you won’t be offended?”

“OK, I promise” he said. “What kind of web am I caught up in now?”

“It’s about sex and commitment” she said. “The way Frank explains it is that one man can sleep with a hundred women and cause a hundred babies, but if one woman sleeps with a hundred men she can only have one baby. Therefore a man needs to be able to have one erection after another, ad infinitum – but it’s not a matter of use-it-or-lose-it whenever he has one. Only he won’t see it that way if his outlook isn’t – adjusted. And if a woman wants to achieve a mutual commitment with him she has to help him make that adjustment.”

“So where does Frank find a puppydog in all that?” he asked with a wry smile.

“Well” she said, drawing a long breath, “if she doesn’t feel like taking care of his pride every time it comes up – and that time will come, because honeymoons don’t last forever – she has to be very careful to let him know that she’s pleased with him and proud of him every time he gets that urge, whether or not she wants to have sex with him at the moment. You see, if she trains him to think that it displeases her when he keeps having erections because he’s interested in her – that’s the opposite of the way she should be training him.”

“Training him!” Bellander said.

“Don’t you see? She’ll send him out of the house and some other woman will take it as a compliment if she can get him to have an erection, and he’ll take that other woman to bed – and he’ll think he’s doing the right thing in both cases, because he’ll be doing what he thinks he was taught to do.”

“So he’s like a dog who has learned what he’s supposed to do in order to get approval, except he’s learned from two different masters, and there’s a conflict in his conditioning” he said. He growled at her – and sounded quite sincere.

She stared at him a bit apprehensively, and he went on. “So I’ve just been through what Frank-the-guru would call a puppydog night? The next time you see Frank, tell him I said to go to hell.”

“Oh darling” Talia gasped, “please don’t make it sound like that. I really do want to be with you every night. I really do – but I can’t.”

He started to object, but she got out of bed and started dressing. He followed and put his arms around her and held her close. “I understand, sweetie. I really do. And I’m so pleased that you’ve risked everything to let me know how you feel – and I want you to know I feel the same way about you.

“Helen and I saw it a little differently, I suppose. We pleased each other in bed, for a long time. It wasn’t quite the same the last few years – but I guess you could say it got to where our commitment was just that neither of us would ever have brought some other person’s disease to our marriage bed. She knew I had lots of opportunities, but she trusted me. And I trusted her in return.

“Our briefing books would often say that some big shot was promiscuous and frequently afflicted with STDs – you know, sexually transmitted diseases – and that kind of guy was always trying to fix us up with some of his women. You know the type. As Nik would say, the kind of guy who thinks with his crotch. We always had to be able to dodge the guys who thought diplomacy absolutely required sex or booze, or sex and booze – or dope. We had to know how to turn them down but not alienate them. It’s pretty easy to climb over that fence and play in their pasture, you know – but you don’t have to.” He smiled at her and gave her a kiss, and she kissed him back but pulled away.

“I can’t do this again, Andy” she said. “I simply can’t. I can be with you all the rest of the time. That’s my job. But I just can’t let it get so – personal. Not until your job – our job – is done. And I certainly wouldn’t relish the idea of having to try to explain to our children that I was the reason you failed in the biggest job of your whole life.”

Then the frown left her face, her eyes brightened and she smiled and said “It’s Sunday. Why don’t I meet you in the lobby about 10 o’clock and drive you around so you can get better acquainted with the area. And we could play golf this afternoon if you feel like it. Or tennis. Or we can go to the gym. You make the call.” And she was gone.

He tried to think about it, tried to see how his assignment might be more important than the two of them, but he couldn’t. They made a great team because they sensed each other’s thoughts so well, and she always seemed to know what he was wondering about even when he wasn’t talking. It seemed to him his understanding of his project would become clear more quickly if they were even closer. He was certain that all the Blues were sincere about trying to help him be successful in the assignment, and he kept telling himself they’d all agree two minds were better than one – but he knew that, because of their transcendent commitment, they’d agree with Talia.

The enormous scope of his project simply seemed too unreal for one mind to comprehend. He was beginning to agree with most of their theories, and with the conclusions he was coming to as his perspectives widened, but he had strong doubts that any carefully staged

speech could change the way the government worked. The whole thing was just too complex. Too overly complex.

He already felt confident he could give a strong speech, and give it effectively, once he had figured out how all the pieces fit together. In fact he already felt he knew approximately how it would go. He had no doubts about his own ability. As a matter of fact he felt that, in his own way, he was the equal of any of the Blues he admired so much. It was just that his abilities were different from theirs. And he felt certain that if the group of them could somehow change the world, his contribution would be equivalent to theirs.

But he also remained convinced that the value of him and Talia being together was more important than all the needs of all the rest of the world combined. In the end he decided that if not being close was the price she wanted him to pay at the moment, he had no choice but to do as she desired.

He stared at the walls of his apartment, examining the pictures and mementos of his past to see if they might suggest directions to take in the future, but they were moot. His past was gone. And he couldn't seem to connect with the dynamics which were going to control his future. Finally he shrugged and prepared to join his lady in the lobby.

Star Night

His first look at her car stunned him. It was a perfectly restored 1948 Lincoln Continental coupe, with a few modern amenities added – a car he'd often dreamed of owning himself. It was her only extravagance, but it fit her personality perfectly. She looked gorgeous behind the wheel, and she knew it, and she accepted his teasing graciously.

They spent a leisurely morning of sightseeing. Talia knew a great deal of local history, but there wasn't really very much to see. Bellander had to keep reminding himself that this area had only been developed in the past 200 years, and the people indigenous to the area hadn't left much trace of themselves. The lack of local ancient history contrasted strangely with Lexus Valley's preoccupation with the future, and the thought bemused him. But he was happy just to be with her, and listened attentively.

She bought lunch at an excellent restaurant somewhere near the airport, and he noted that she seemed to be old friends with the management. He guessed that many small businesses in the area made a part of their living from the tourist traffic Lexus Valley attracted. More probably, he decided, Lexus Valley owned a piece of the restaurant.

They spent the afternoon playing golf. The course was more crowded than on week days, and the game went more slowly than usual. She gave him a warm smile and said "You finally look relaxed. You've worn the hint of a frown all this past week."

"Nothing since I've been here has been like anything I've ever been through before" he replied. "I've been trying so hard to listen carefully and put things together, but I don't think I've been doing a very thorough job of it. I still don't seem to be seeing the full picture."

She gave him another smile and said "You've done better than we ever dreamed you would, Andy. Really. We're accustomed to hiring bright people and then working hard to explain our philosophy to them, and we're accustomed to having them take a year or more to really get adjusted. In fact, you've been keeping up with us so well that we got too excited and we've broken away from our planned schedule. I've got a dozen or so E-mail messages to that effect. A lot of people are concerned that perhaps we're getting too randomized in the way we're trying to present the things we want you to think about."

He grinned and said "Well, you guys have come at me from seventy-three different directions. I keep having the feeling I'm going to get an exam for a doctorate at the end of one semester, but it's exhilarating to be able to listen to so many top notch minds offer one new point of view after another. I think I have a problem I should bring to your

attention though. I keep thinking I'm understanding what I'm hearing, but then I can't remember it clearly afterward.

"I suspect that it's a combination of hearing the English language used differently from the way I'm used to hearing it, with all your coined words and acronyms and new ideas, you know – plus being so flattered – that I'm pretending to understand when in fact I should be asking a lot of questions. I can't decide whether to be very suspicious or diplomatically tolerant or to go on a giant ego trip. You've really made me feel at home – but it's all so new that I'm a long way from actually being in my element."

She smiled and looked at him carefully. "I'm leaving the adapting totally up to you" she said. "I'm sure you realize you're having a perfectly normal reaction. We can go back and hold the same discussions over and over if you want to. Whenever you want to.

"Imagine that you're Michelangelo and that we're all suggesting things that you might want to include in your next sculpture or painting. If they fit, they fit. If they don't – well, at least they may help provide some background perspective.

"Mom asked if we'd like to come to dinner tonight" she said as they finished their game. "They'd like to have you dine with them every evening, but they're a little hesitant to ask. They don't want to be intrusive."

"And what did you say?" he answered.

"I said yes, of course" she said. "The weather report says this should be an ideal night for a Star Night ceremony. It doesn't have anything to do with your project directly, but it may help add a little to your perspective. Want to? Inez will prepare her special salad."

"It sounds very mysterious" he replied, "but I'd love to give it a try. I'm looking forward to getting a lot better acquainted with all three of them. Always say yes."

"Great" she replied. "I'll call Mom. I'll meet you in the lobby about seven o'clock."

They waved at LVU workers as they entered the tunnel to Nik and Delia's house that evening, and Bellander said "It never stops around here, does it?"

"Well" she replied, "it's already a new day in some part of the world."

"So it is, so it is" he said. As they passed one of the stairways to a topside storm shelter door, he asked "Aren't these doors a security risk? They're always unlocked, aren't they?"

"They have barometric locks, so they automatically unlock during bad weather" she replied, "and yes, they could be a risk. The central security office can monitor them via cameras and sensors, though, and they can close off both ends of the tunnel if they want

to. Of course the house can be approached from ground level, so it has its own protection system. It's the LVU end that gets the closest surveillance. You can be certain the cameras come on when any door opens." He nodded.

The house seemed even lovelier than he had remembered. Talia shouted a greeting and Inez called back from somewhere in the kitchen area. Talia gave him a quick tour of the other rooms on the ground floor, and in one which appeared to be a large den he finally found what he had expected to find in the other areas – walls covered with memorabilia and photos from Nik and Delia's past. He studied the faces in the photos carefully, and got the impression they must know just about every important person in the world. What was especially interesting however, was the fact that at least a two hundred of the larger photos were of people whose faces he'd never seen.

Talia was able to identify nearly all of the pictures he asked about, and he became even more impressed. In addition to people from the worlds of government and entertainment, which he had expected, there were scores of pictures of scientists and obscure members of academia from all over the world. He fantasized for a moment about the interesting conversations Nik and Delia must have had with all these people, then Talia led him through the house to what Inez called her workshop.

Sasha was standing at the patio door, wagging his tail, and Bellander took a moment to step onto the patio and give him a hug. Sasha nuzzled him affectionately and gave his best impression of a dog smile. Bellander laughed and turned back to Inez. They exchanged excited words of greeting in Spanish and then changed to English. "I understand you are preparing the famous 'Inez salad'" he said.

"It has four secret ingredients, Señor Andy" she replied. "Four! And not even Señor Nik can make it! Of course Miss Delia and Miss Talia can make it, but we have never told him the secrets. He has tried to trick me many times to find out what I do, and each time I have fooled him!"

Delia appeared and bid him welcome, then said "Larrey and Janet are joining us. She loves the Star Night ceremony so much. Larrey is sort of lukewarm toward it, but he likes Inez's special salad so Janet was able get him out of the house. He'd work 24 hours a day on his computer programs if she didn't find ways to steer him into a little social activity now and then."

Nik entered the kitchen just as the Stratfords arrived, and ushered everybody to the patio for a glass of wine as he performed his rituals of preparing steaks. Janet Stratford was an effervescent woman who seemed a perfect complement to Larrey's reservedness. She commented on the view from the large gazebo at the end of the yard, and Talia said "Andy hasn't seen it yet", and he found the two women and Sasha escorting him across the lawn.

The view was truly peaceful, overlooking most of the Examiner course and several holes of the Rainbow course. The combination of fountains, willow trees, small mirrored lakes

and great oaks and elms along the fairways gave the scene a fairyland appearance in the dusk.

Inez called them back to a gorgeous buffet table with a huge salad bowl as its centerpiece. Nik's steaks were as good as he had promised, and Sasha clearly relished the bits of meat Bellander slipped him until Delia shook her head. The salad plus a couple glasses of excellent wine turned Larrey into an amiable conversationalist, and Bellander was a little surprised at how strongly interested he was in people. It was not what he had expected to find in a technocrat. Dusk passed, and stars slowly began to fill the broad sky. Delia crossed the patio to a control panel and dimmed the yard lights.

Nik turned to Bellander and said "When I was a kid, my elders used to say 'Of all thy knowing, know thyself best'. That's pretty common advice, of course, but their point was that it is the most difficult knowledge to acquire. To help us youngsters figure ourselves out they would put us through a little self examination drill every month or so. Delia had pretty much the same thing in her background, so naturally we did it for Talia – and one thing led to another.

"Eventually we started holding it in the parking lot above LVU, about once a month, because so many people wanted to attend. It isn't a thing we talk about much, because it's essentially a very private thing for each individual, but for some reason people like to do it with other people around them. I know of one minister who actually conducts Star Nights ceremonies in a darkened baseball park once a month."

Delia invited them to move out onto the lawn and sit in the lawn chairs. "Andy" she said, "as you know, we separate activities according to whether they're part of an initiative sequence or a responsive sequence. The Star Nights test is purely responsional. It may help you gain insights into some of the reasons you respond in the ways you do. A series of these self tests it will help you identify some of the impindors you have hidden away in your subconscious." Bellander marveled again at her perfect enunciation.

"You cannot fail the test because only you will know how you have answered the questions. But if you are not honest with yourself you can fail to take the test – and that in itself can provide a valuable insight.

"First we will relax and just look at the stars. Frank says that just looking at them is psychologically restorative, and if you gaze deeply and imagine you are far out there among them – it will open your subconscious perspective and increase your awareness of the universe. That is why children should be taken outdoors at night to see the mystery of the sky and listen to the silence."

Suddenly her voice became even richer and fuller. "For a little while we are going to be children" she said. Sasha raised his head and sat up.

Nik said “I was taught, and I believe, that the sight above you gives surcease and balm from the problems of the day.” His voice was deep and resonant. “It allows you to communicate with the radiated presence which is the whole of our existence, and to build a perspective within that presence. To muse and to think. To apply and use the knowledge your intelligence has given you the privilege of enjoying. To reflect, and to allow your perspectives to become reflective, as light is reflected from calm water.

”Life should be enjoyed and appreciated. You should not come to your deathbed and say ‘I didn’t enjoy it – and now I know I could have changed things’. You must share with others and allow others to share with you. You must allow others to help you as you would have helped them, and you must show your appreciation for such contributions.”

His voice changed slightly and he began to speak more slowly as he said “That is why we allow the FOVs to have access to most of our archive data banks, Andy, and that is why we welcome their making additions in the addendums. Not to our projects, mind you, but to our information warehouse. The additions may be valuable or they may not – but the fact they try is what’s important. If you call up a modified archive, a flag at the beginning notifies you of the addition – and they’re almost always worth reading.”

Bellander visualized people all around the globe sending messages to the LVU database, and he smiled to himself as he realized he was picturing faces of every nationality – and they were all somehow connected to LVU by the zigzag lines an artist would use to indicate electronic lines of communication.

“Now tense every muscle in your body, Andy” Nik said, “then consciously let every one of them become relaxed, step by step. You know the technique. Think about each one as you allow it to go limp. Achieve total relaxation. You will not need your body for awhile.

“Now look deep into the stars and project yourself out there among them. And once you are there, look back. Become the only man from earth who can see what every other person is doing. You now have more power than any man has ever known.

“Now close your eyes and imagine that you are back here among the people of the world, and you still have your power but you are wearing a mask so nobody can tell who you are. Now ask yourself these questions.”

He began to ask a series of questions, with long pauses between them.

“Would you like to be a dictator in command of a nation, or of an army, or of a giant company?

“Why? What is there in your soul which makes such power seem important?

“How would you use your power? Would you command people to do things they didn’t want to do? Or would you give commands that led to greater happiness for all?

“Tell yourself why. Be honest. Tell yourself the truth about yourself.” He paused for several moments and then continued.

“Would you like to use the military weapons of your choice to destroy people, places and things you don’t like, wherever you chose, with impunity?

“Why? Because you could do it while hiding behind a mask?

“You have such power. Imagine how you would use it. Give yourself other examples.

“Would it please you to be the leader of a super powerful band of criminals, taking whatever you wanted, forcing people to do your bidding, having them killed if they displeased you? Or would you be a Zorro or a Robin Hood?

“Why? Why not?” Nik’s voice seemed to penetrate Bellander’s consciousness deeply, but it was not a voice of command.

“With your mask, would you like to drive a car as if there was nobody else on the road, even if you caused wrecks as people tried to avoid you? Remember that nobody could identify you or make you stop.

“Why? What importance indicators would your actions satisfy?

“Would you like to own the greatest wardrobe of all time, made of the finest materials from every part of the world? Clothing such as has only been worn by emperors and kings and dictators and great religious leaders. Would you like to wear a different costume every day? Every week? Every hour? With every costume indicating a different aspect of your importance?

“Why? Is there a difference between importance and power? Who would you want to impress? Who do you need to impress? Why?

“If you found a great mountain of gold and had a great army of loyal soldiers to protect it so you were the only person on earth who could spend it, what would you do? Would you keep it, so you could say you owned it? You could buy anything with it. What would you buy? Mansions? Ships? Fleets of airplanes? Sexual pleasures? Exotic drugs? Companies? Whole nations? Fertile valleys? Every river on earth? Barren deserts and rocks which had special significance to your religious beliefs?

“Would you put some entire industries out of business? Would you divide the mountain into billions of pieces and give it to others? Would you start new nations?

“Why? Such actions would be intended to prove something. To you, or to others?

“Would you, because of your mask, go to every party and every gathering and behave irresponsibly – making wild claims to see how many fools would believe you, or saying the most shocking things you could imagine? Would you cause people to hate each other and fight each other? Why? To prove your life was superior to theirs?

“Or would you manipulate people to make them be nicer to everybody else?

“Would you use your mask to steal all that you secretly desire so you could live wherever you pleased? Would you live on an island or in a big city?

“Would you create a new art style, or a whole series of wild videos? For what purpose? To prove something to yourself? To impress others? To impress God?

“Would you create a new religious cult – and spend your days convincing others they should think as you told them to think?

“Why?

“Now slowly consider all your answers again. They help define the real you” Nik said, with less dominance in his voice. “Don't tell me your name. The name attached to your body means nothing to me. The face behind your mask means nothing to me.

“It doesn't matter who you are – what matters is what you are. And you will be judged by your actions, not by your words. But only you will know why you take those actions. Only you can know what you really are – and whether you respect yourself.

“You may open your eyes now. The mask is gone. The test has ended. Only you know the answers you have given – but you must confess your answers to the stars the next time you look at them. And you must also remember that the stars will judge you by your actions, not by your beliefs. Actions – and the reasons you take them – are all that count on earth.”

Bellander opened his eyes and looked at the night sky for a long time. Finally he said “That's an interesting experience.”

Talia chuckled and said “You owe me five bucks, Dad.”

Nik laughed and said “A lot of people have some guilt feelings left over at the end, Andy, and they're afraid somebody will try to ask about them so they try to dodge by saying something corny like ‘that was an eye-opening experience’. I thought I'd get into your fighter pilot's guilt bag by hinting about destroying things with planes or missiles, or trip you up on a diplomat's secret desire for power – and I bet her five dollars you'd use some kind of joke like that. I guessed wrong.”

“Doesn’t that just give you the most marvelous insight into yourself?” Janet asked enthusiastically. “They keep changing the questions from one session to the next, and after you go through it three or four times you’ve found out more secrets about yourself than you’d have ever dreamed. Answers you didn’t know you knew.”

“Yes” Bellander replied, “it really makes you realize that you do have secret motives – secret from yourself – doesn’t it? I’d think it would be an excellent way to get kids to examine their moral values too, but you’d have to make them have discussions and compare their answers, wouldn’t you? Would that spoil the results?”

“Yes” Delia replied, “it’s an excellent learning device, Andy. And no, it needn’t spoil things. That’s a very perceptive observation. In fact there are some teachers in this area who are using it, just in the classroom environment. The kids love it. They don’t have to tell their own answers, and they can compare motives – and place values on various types of motives – without admitting which ones are theirs. Not only do they learn things about themselves, they imagine how their peers may be answering. And if some of them tease someone over what they imagined he or she would answer – that’s a thought starter too. It’s peer evaluation, but it also builds a greater empathy for others, plus it makes them more observant of how and why others act – and the fact that observation occurs tends to put moral peer pressure on their colleagues. It’s a key egonitonal dynamic.

”Youngsters are naturally inquisitive so they will discuss things with each other, trying to find answers and make judgments about themselves. It’s human nature to try to disguise the reasons for their questions, of course, so that often turns into a game of trying to guess each other’s secret Quest drives by inference. Most youngsters go through a stage where the teardown syndrome or the ND power syndrome appeals to them – but since the ‘why’ answers remain their personal secrets, discussions and teasing can help them change themselves by developing more mature Quest drives.

“In other words they can secretly adopt new impindors that attract more positive peer approval without ever admitting they had ever been on a socially unacceptable track – and just about everybody gets on that track, at least a little bit, once in awhile. You can’t force anyone to change impindors, but you can influence them by making them think for themselves – and by withholding peer approval for their actions. Kids who have no role models at home can overcome that disadvantage simply by thinking about it.”

Larrey, speaking quietly, said “We’re trying to present concepts to you from a positive point of view, Andy, but I can’t avoid mentioning something negative at this point. It has to do with the effect communications media are having on the public. As you know, young imaginations are being stimulated by videos and TV and the movies to adopt attitudes and egonition paths that are either anti-social or self destructive – or at least seldom self-improving. And the people who are producing those shows don’t care what they’re doing. They’re just interested in audience size and sales dollars. And much the same occurs with what athletes endorse. Peer pressure is reinforcing that kind of negonition – but it can also counter it.

“Millions of people are beginning to become acquainted with the chat rooms on the Internet – chatting is a big part of surfing the net, as they call it – and most of the participants are using pseudonyms. There’s nothing wrong with using pseudonyms, but what’s wrong is that it puts them in a situation which gives them complete immunity to discipline in what they say and do to each other. That means that kids who think it’s cool to surf the Web are not being conditioned to develop values on ethical behavior. Just the opposite, in fact. The implied warranty concept is totally missing. Of course you have to have to have a personal code of honor before you can even understand what the implied warranty is all about – and immunity to negative discipline is appealing to the insecure.

“We need chat rooms that achieve an effect like Star Nights, and then we need the chatters to declare why some impindors are wrong – a sort of evangelical declaration forum – and then those groups need to give themselves descriptive names. We’ll get around to encouraging all that in Phase Two.

“The current situation could have serious implications over just one or two generations, Andy. It isn’t just a neutral situation where you can say some will learn and others will not. These aren’t casual intellectual encounters and exchanges – they’re situations where the minds are focused and anxious to adopt or adapt. According to Frank there’s about a 15 percentile group in the population who are always on the borderline of possibly using aberrant behavior – and the more people who go on-line, the greater the chance this surfing phenomenon could easily swell that borderline group to 20 or 25 percent. The social implications are enormous. Even the wary surfers are at risk.

“People whose identities are insecure tend to identify with what they imagine are attention getting ideas – or just ideas which seems to support their Quests – and they find out too late that the ideas they’re acquiring are coming from the people with whom it’s easiest to get acquainted. Namely, insecure people just like themselves. It’s a case of the blind leading the blind as far as selecting role models is concerned.

“Once your message has been delivered we’ll open several Websites, and all of them will be devoted to encouraging what Frank calls the ‘ethically challenged’ part of the population to participate in thought-provoking exercises similar to the Star Nights ceremony. Those are part of the list of projects the rest of us will be working on to help provide general support for the concept you’re promoting. Even better than that, from my point of view, is the program Malcolm and I are working on to put IPS on several Websites. If we handle it right, we may even get youth gangs to set positive objectives and make positive contributions to society.”

Nik & Delia

Bellander thought awhile, then said “Nik, as long as we’re being philosophical, there are several questions I’d like to ask. For example, your belief that democracy isn’t necessarily the right form of government for most countries. Talia gave me a good explanation, but I’d like to hear your version too. Would you mind?”

“Not at all” Nik replied enthusiastically, downing most of his glass of wine. “But we’ll all give you the same answer – it isn’t just me. And the answer has to do with perspective, not with the capability of the people.

“Democracy is definitely the best form of government – for the future. The problem, Andy, is that about ninety-nine percent of the people in this world simply don’t have the slightest idea of what a democratic government is supposed to be all about. They imagine that having the right to choose their leader by ballot is all there is to it. It isn’t.

“Government is mostly about exercising and controlling power – not just about doing things for people. Whoever controls the power is expected to provide the leadership, and that’s where the flaw in modern democratic systems occurs.

“Providing leadership – for good or for bad – comes easily to a dictator, because his power is focused and he only has his own perspective to worry about.

“But democracy, which is about diffused power, requires that citizens must be able to develop the same type of perspective as leaders who have focused power, and the public simply can’t do that. Not in today’s world, at least. The ballot box allows them to change the people in power, but that doesn’t convey much in the way of the voters’ perspectives to the people they elect. Removal from office provides ND, not PD – and it forces the voters to rely on the promises, hopes, dreams and political skills of the people they do elect. That means the voters, who are ostensibly in power, are shooting craps – and not providing the leadership for which they’re actually responsible.

“And keep in mind that the Greek and Roman democratic models we say we’ve copied were just for those people of wealth or power who were designated as citizens. The larger parts of those populations were either servants or slaves or poor people – not voters. Now I’m not saying that modern citizens are too dumb to be given the vote – I’m saying that the systems we’re using don’t allow them to exercise their power correctly. A ballot box system alone can’t accommodate that need. I know, I know – our system is supposed to delegate authority to whoever we elect, and they’re supposed to make the leadership decisions, but that doesn’t guarantee the voters will get the decisions they’d have made if they’d been put in that office themselves. And even the dedicated elected officials have to guess at what the majority of their constituents are thinking.

“Lack of information is the first stumbling block. The public can’t think like a leader if they don’t have at least a fairly clear idea of what’s going on in daily governmental operations, and not even a free press can guarantee access to that kind of knowledge. More to the point – because of the way our system operates, not even our elected officials have access to that kind of knowledge. They make do with approximations.

“So nobody has enough information to perform the leadership function under the present system – not even the people currently in office – and the need for national initiatives goes begging. There’s a big difference between leading and just managing, Andy.

“To obtain info in peacetime requires collecting tons and tons of boring measurement data, which is a time consuming process, then converting that data into information, which is another time consuming process. And if the people are going to call the shots, you then have to convey that information to them – and ask them what to do next. Our country, and all the countries that call themselves democracies, are just sailing into the fog when they try to agree on unified objectives and move forward as a group.

“Now I’ll tell you, right to your face, that your project isn’t expected to do that either. But your project is supposed to – what’d we call it? – it’s supposed to improve the degree of approximation by perhaps 20%-30%. After you figure it out you’ll see that that can produce an enormous improvement over what we’re used to.

“But none of the democratic-style systems in use today are set up to give the public access to much measuring or evaluating – ergo, neither the voters nor their surrogates are really in a position to make decisions concerning national initiatives. There’s a big, big difference between leadership and day-to-day management, Andy. Leadership sets goals – and management implements processes intended to attain those goals.

“To put it another way – whoever controls the money and measures the progress has control of the process, and the people we’ve put in charge of the money don’t enjoy control over the measurement side of the process. We pretend they do – but they don’t.

“Think of what happens in a corporation. The CEO and his board of directors set the goals and control the expenditures, and the workers – who are surrogates of the CEO, doing the things he or she would do if he or she had the time – try to devise and implement strategies and tactics which will achieve those goals. If the goals are met, the stockholders will presumably benefit by receiving dividends, and the boss and all the workers will be allowed to keep their jobs and try to do it again.

“Now the public imagines that in a democracy the president is the CEO, but that’s not true. A chief executive officer of a corporation can be removed at the desire of the stockholders, but the similarity ends there. In a democracy, the power to determine what goals the organization will spend money on rests with the Congress – which means the president is only the chief administrative officer, not the chief executive officer.”

“But he’s commander in chief of the military” Bellander said. “And he sets foreign policy. Doesn’t that make him a CEO?”

“Not in peacetime” Nik replied. “It means he doubles as the mayor and the chief of police, plus he’s also the sales manager – if you’ll excuse the mixed metaphor. The Senate has the power of advice and consent on foreign policy. You could say the Senate is the equivalent of a board of directors, but a strong CEO can change his board of directors – and there are astronomical odds against a president changing the make-up of the Senate. No, a corporation represents focused power – and a democracy represents diffused power.

“But any type of organization needs a comprehensive set of objectives to guide it. You have to have those in order to have something to measure progress against. That’s the whole key to your project, by the way.

“And our present democratic systems simply fail to communicate the objectives of the people to their surrogates clearly. Stockholders know what their organization’s objectives are, and they measure attainment of objectives in terms of dividends. The voters in a democracy seldom know what their government’s objectives really are – let alone how their surrogates are going to spend their tax money – so they judge objective attainment in terms of warm and fuzzy feelings, not in terms of specific proofs. To express it according to Malcolm’s IPS format, all the public knows is general purposes, not specific objectives.

“But the second stumbling block is that voters don’t have time to study that information even if it was made available. Thinking like a leader is a time consuming job you know.

“And third, and perhaps the most important, the average responsionalist mind doesn’t understand the laws of discipline as they pertain to the use of shared power. All they understand is the way CEOs use power – total top-down command and control.

“Just look at the ways people discipline their own children – over-emphasis on ND and casual use of PD, duplicating the conditioning they got as children themselves. Andy, we’re talking about people so accustomed to being told what to think and do that most of them can’t even make competent decisions regarding their own personal lives. Now that’s the result of societal conditioning, you understand – or the lack of it. It’s not a natural absolute. All but the most severely impindor-impaired are capable of using their minds to govern their actions more effectively, but they need to be shown how to go about it.

“For most of them it’ll have to be a matter of imposed conditioning – probably in the schools. It’ll be a long time before most of the public is mature enough to govern their own lives, let alone set objectives for the nation – and when you add the fact that the system doesn’t encourage them to make their wishes known, you have my answer as to why most countries will get better leadership from a dictator than from a democracy.

“If you look at old political maps, Andy, anywhere on the globe, you’ll see hundreds of city-states and minor kingdoms where OSLs once gained enough power to have control over the local population. And for the most part the guys you’ve been dealing with in your diplomatic work are just heirs to the guys who consolidated all those little territorial powers into larger regional powers. But to take the initiative, those OSLs had to seize and focus power – and I’m saying that giving focused power to a dictator is apt to be more valuable to a nation than it would be to give power to the people in light of the fact they’re basically unqualified to decide on initiatives. It’s the lesser-of-two-evils thing.

“But while common sense tells you that running day-to-day operations requires focused power, that doesn’t mean that diffused power can’t choose the initiatives for those day-to-day operations to implement. Democracy can work – but it does need different systems and procedures than we’ve been employing up to now.

“Building focused territorial power may be the way things work in nature, Andy, but that’s an artifact of the evolutionary breeding function. The gift of intelligence makes it possible for humans to find better ways of using and controlling power. And it’s our opinion the Creator gave us the gift of intelligence with the expectation that we’d make full use of it – and using it leads to the realization that the democratic paradigm must be based on herd power, not on the territorial imperatives of a few herd leaders.

“The problem analysis turns on how you try to separate future-controlling decisions – initiatives – from day-to-day operating decisions. And that problem is compounded because so few people understand how to plan for the future. The best way to exercise herd power is for each member of the herd to think and act like a leader, but not compete for control of the diffused power to command – and that confusing requirement is where the concept of democracy always founders.

“Basically, it means that the public has to know how to follow the initiative planning sequence in their own minds – and use that format to judge the results they see their Op system servants achieving for them. If the people have the power to measure, they can set the objectives – and leave the tactical Op system decisions to their surrogates – but in order to be able to measure you first must find a way to get the people to select the leadership purposes and the objectives. Without leadership Ps and Os, you have no measuring points. The Op system purposes and objectives only let you measure day to day efficiency, not over all performance.

“Furthermore, a democratic form of government is a luxury few nations can afford – because it requires the voters to take the time to keep themselves well informed, and if you’re scrambling like hell just to stay alive you sure don’t have the time to devote to figuring out what to tell your elected officials to do. That’s poor time economics.

“Frank says that about 10% of the population have personality characteristics that tend to produce leader-like dominance automatically – but that they’re not necessarily in the 40% who have good decision making skills. And the 40% may not have the personalities that

leadership requires. And an individual's having the energy to show lots of initiative doesn't guarantee good decision making capability either.

"All of those things present conundrums in controlling a democracy, because 100% percent of the people are looking for ways to demonstrate their imagined value and nearly 100% percent of them imagine that requires showing dominance – but just wanting to dominate doesn't qualify you to be a leader either, especially if you're conditioned to think in response mode. An analogy to that would be the fact that about 80% of the population think they're better-than-average drivers. It just aint so.

"So just giving the high chief's power to any given percent of the population won't accomplish much in a democracy. What you get is one mixed-up bunch of puppies who end up fighting among themselves to try to re-establish hierarchies of focused power.

"A democracy, as an institution, needs to have leadership initiative provided by the voters. And their implementors – their surrogates – need to provide followership, not leadership, even though the reverse appears to be true. That seems obvious but, as you know, that's not what happens. Democracy is the reverse of the old master-and-slave dynamic, and most responsional minds only know how to pretend to be masters, not to actually be masters. Like it or not, most of them have been conditioned to think like over confident slaves – conditioned to wait for someone else to tell them what to think.

"To repeat what I said before, the voters need to think like leaders and act like they're members of the herd, which means they can have a say in determining what direction the herd is going to go – but they have to leave the administration to somebody else.

"In a democracy the voters – the de facto masters – must provide leadership initiative to give direction, and once they've done that they can let the surrogates – the de facto slaves – provide the choosing of strategic decisions, the selling effort and the promotions of symbolism we usually expect from our operational leadership. Those are the activities Malcolm's IPS refers to as the Implementation function.

"Now an OSL organization essentially counts on one guy to provide the initiative of leadership, and all the rest are followers whose job is to implement. I grant you an OSL leader can also use the IPS format to help him be both a more effective leader and a more effective administrator. But democracy needs IPS even more, because IPS and BICO can enable the coordination of distributed leadership power. That's why the concept of American democracy presents a confusing paradigm to the rest of the world. People want the freedom to live as they wish – but don't understand the requirements and responsibilities for making a democratic system work correctly – and our system certainly doesn't give them a very valid example to copy.

"The net net of the matter is that our founding fathers didn't have a working model to follow, so they didn't quite design our system the way it needed to be built. As Mary says, they left a couple gears out of the machine.

“The key to understanding all that is to make a distinction between the quality-supporting function of choosing purposes and objectives and the quantity-supporting function of developing strategies and tactics. In other words – the distinctions between looking before you leap versus the activities of actually doing the leaping.

“For the purpose of your project, Andy, think of it all as a matter of time economics – the before-and-after TE factors, where investing a little time in forethought can save a lot of time later – and keep in mind that letting the wrong guys have the power to ignore the ‘before’ function can result in some truly horrible examples of man’s stupidity and inhumanity to man. Not having responsibility for the ‘before’ planning is what provides imaginary ITND – which means immunity to discipline – which means you may have appointed a drunk to drive the car.”

“The way I’ve been visualizing this thing” Bellander replied, “is that a counselor agency should try to get the public to agree on the national objectives – which is the best way for voters to control government expenditures – but I can’t convince myself that’d ever work. Really. If we can’t get the members of Congress to agree, how can we possibly get millions of voters to agree?”

“You’re correct on that” Delia replied. “The best you can hope for is for the voters to elect people who seem to be committed to the purposes and objectives the voters want. That part’s a little loose. But that’s the way you have to go in order to get things on the national agenda – and in fact it’s actually the second step, Andy, not the first.

“As Nik just mentioned, you really have to get the public to agree on SOPs first, and on objectives second. You must state a purpose before you can prioritize your objectives, because there might be dozens of objectives serving one purpose. The Statements of Purpose are what keep the decision-making focused. Think of a decision-tree chart.”

“That’s where you plug in the 4Cs of ND” Nik added firmly. “The 4Cs control power, and you have to have some ND in the system to keep the natural-born leaders from assuming power non-democratically. They shouldn’t get the votes from their constituencies without making SOP commitments, and then they shouldn’t get re-elected without acting on their commitments. But to go back to your original question and my original answer – 99% of the public thinks responsionally, and they don’t really have a clue as to what the 4Cs are all about, so they’re not yet qualified to actually share the power in a democratic government in the first place. Not at this time, anyway.”

Bellander thought a moment, then said “So would I be correct in thinking that you feel most people have enough native intelligence to be citizens of a democracy – except that they’ve got bad thinking habits plus no system to help them acquire up to date perspectives? And you want to help them learn to oversee planning the national work schedule before they go about their personal lives? But is there a need for negative discipline to get them to do that?”

Nik grinned broadly and replied “You’re close. And I hate to tell you this, Andy, but you’re already beginning to talk like all the rest of our underground gang. I was hoping it wouldn’t happen to you as quickly it does to everybody else.

“Actually, the ND is already there – and your job is to remove part of it – because their failure to oversee the planning is already punishing them by wasting their tax money. But it’s basically just about that simple – they can’t employ their native intelligence if they don’t have enough information to let them put things into perspective. They’re artisan trainees, so you’ve got to show them how to use their tools. You need to provide them with information, plus show them how to use the classic planning sequence to develop linear thinking based on that information. Once they get that far they’ll be able to create objectives and a system to measure objective attainment by – and they’ll be in control.

“Of course they’ll still need a support structure which includes a first class judicial system and a first class news reporting system.”

Bellander thought for a moment, then said “So the Objectives Report has to include both Ps and Os, and the reason for getting the voters to choose the purposes and objectives is to allow them to measure the results their officials are producing with the Op system. But they can leave the actual problem solving work to the implementors? Right?”

“In point of fact” Nik nodded and replied, “they’ll often have to leave it to the elected officials to choose the objectives and to the OpSys guys to choose the strategies. Do you see why?”

“The whole thing would be getting too complicated, wouldn’t it?” Bellander answered. “The key thing is to get the main objectives spelled out, one way or another, isn’t it? It doesn’t matter how or who – so long as we get measuring points established. Right?”

“Whatever gets measured – gets done” Nik replied with a wink, “and whoever has the power to measure maintains the power to command. Hasn’t Malcolm explained the IPS Maintenance function to you – the step which measures and highlights the difference between being goal-driven and being problem-driven? That’s not the same as the Evaluation step you know. The Evaluation step in IPS is just used while you’re planning, but the Maintenance step performs an evaluation of the Implementation function.”

Bellander looked at him warily, nodded, then asked “So even if the public starts out with the power in a democracy, if they don’t exercise the power to measure what’s being accomplished they forfeit the power to command – and there won’t be anything to measure if they haven’t given the commands in the first place?”

Nik nodded and Bellander continued. “So the power of the ballot, while it’s important, doesn’t by itself satisfy the four Cs – so incompetent politicians can lie, cheat and steal to get into office, and can stay there by making demagogic promises? And you’re willing to

let them lie, cheat and steal, at least a little, just as long as they're not allowed to choose the purposes that control what the tax money is spent for?"

They all just smiled at him, so he continued.

"So the way to turn a quasi democracy into a real democracy depends on somehow getting the public to set the purposes – and maybe even the objectives. And the system must provide a way to help them measure how well their objectives are being attained – and the Status Report will do that. And except for that it'll be business as usual?"

"You're correct, Andy" Delia said, "You have described our basic premise. Yes, the agency's second annual report should provide the measurement function, while yes, the Objectives Report is a relatively weak tool – and would continue to be even if you named it the Purposes Report instead of the Objectives Report. And let me be very clear that I am not suggesting that you re-name it. The name is fine. It's symbolic.

"But it is very important that the Status Report measure the degree of attainment of the leaders' objectives – not just the success in solving problems. You have to make certain the system is measuring the quality of the fulfillment of the voters' implied commands, not just the efficiency of the bureaucracies. There's a difference – the first has to do with initiatives, the second has to do with administration. Which is why you must actually place more emphasis on choosing purposes than on choosing objectives."

"I think I can see why all that's important" Bellander replied, "but I just can't see how to make it happen".

"Perhaps" Delia said, "you could have the counsel publish its list, then provide a way for the members of each session of Congress to survey the electorate as to which were the voters' top 10 or even their top 50 choices of purposes – and the relative priority for each objective the Congress was expected to pursue as a result – and let that survey provide a working agenda for the members attending the next session.

"You obviously need the statements of purpose to provide the reason-why rationales for the objectives list, because the objectives will change as the purpose priorities change."

"I've considered trying to do that" Bellander answered, "but I don't think I've gotten very far. I can see how the counsel's report might list 100 statements of purpose, with perhaps four or five objectives attached to each one. And I can see where you could survey the voters and ask them to prioritize the SOPs – but I'm not sure that that would support the deadlines we need to attach to the objectives. Am I missing something?"

"Very good!" Larrey said enthusiastically. "Now think structures and processes."

Nik started to speak but Delia raised her hand to retain control of the conversation and said "It can be done. It'll come to you, Andrew. But perhaps we've misled you a bit.

You are correct in thinking that it's impractical to try to get tens of millions of voters to agree on a smorgasbord of objectives. In the end it will have to be their surrogates who decide what is needed in order to satisfy the reasons-why for acting. They've been given the authority to do that – and they must be given the freedom to do it. But you are also correct in saying the system must provide a way to get those surrogates to commit to meeting deadlines. That's their job too – and that's another place where the current system falls short.”

Bellander glanced at Delia and said “So you're suggesting that the public's reaction to the objectives the counsel suggests in one year might in fact just represent the Congressional agenda for one or two years later? And I've been getting my time economics mixed up because I've been thinking in terms of a do-everything-at-once system? The public only needs to vote for candidates who agree with their purposes – and the objectives the elected officials choose will probably determine if they get re-elected?”

Bellander smiled at them appreciatively, then turned to Talia and said “So that rationalizes both reports. The second one is what keeps the real power in the hands of the people by improving their power to measure, but the first one is how they indicate directions to go.”

She patted his hand and nodded as she returned his smile. Their eyes locked momentarily in the dim starlight and Sasha raised his head and looked at them, then she said “Our goal is actually to change the system so officials will get re-elected only if they achieve the stated objectives – not just because they chose the right ones. Do you see?”

“I can see now why you didn't want to just explain all this to me, straight out” Bellander said. “I was pretty well convinced that publishing a list of objectives wouldn't have any real value. It sounded too blue sky and idealistic and impractical – and I was also pretty well convinced that we might spend billions setting it up and then find that the whole thing was a totally humungous waste of time and money – and ignored by everybody.

“But now I can see a glimmer of hope. The agency's suggestions can at least start the process of getting the public involved, even if we have to leave it to the politicians to formalize it. And the politicians will have to make commitments, even if they don't agree with the public. If the public wants to take a conservative position on something, the liberals will have to go along with it – and vice versa.

“That'd often be just a matter of timing, wouldn't it? Both parties might agree something was a valid goal, but one side might want to reach it in five years and the other in one year.

“There'll still be plenty of room for debate and politicking and special interest groups – because that's the how-to-do-it stuff. But the politicians won't get to stray too far from the agenda – the what-you're-expected-to-do list – if they want to keep their jobs. All the public really needs is a way to get candidates to commit to what they're going to do, plus know that they're got a way to measure the results of the implementation. It may take the

politicians one year, or five years, or 10 years to achieve a goal, but they'll always know that big brother – the real Big Brother – will be watching them all the way. Well, I'll be damned!

"You see" he continued, "my military training said an organization needs to satisfy four requirements before it acts – command, control, communications and intelligence – and then it should act quickly. But that's almost the opposite of what a political system needs, isn't it? At least in peacetime."

"Not at all, not at all!" Nik said, his voice booming with excitement. "All you're describing there is the difference between using positive discipline or negative discipline as the basis for your purpose step in IPS. You're really getting this figured out! Your military background has just been making you think like an OSL." He punched his fist into the air and said "The fourth C just has to be applied differently in a democracy than it is in a dictatorship. The fourth C says you should never enforce ND unless you're certain a learning experience can be achieved, but there's a PD corollary to that – as you may or may not have been told already – and the PD fourth C simply says that while the selling process may be slower, it's a damned sight safer than trying to get your way with clubs and guns. Selling doesn't leave all that residual resistance."

"The first step of IPS is to gain perspective, Andy" Delia said, "and that's why we've taken the long way around in trying to explain our thinking to you. I hope you don't mind that we believe so strongly in the heuristic method, but otherwise it's very difficult to explain the difference between initiative thinking and operational thinking, and – as Nik says – between the dynamics of PD and ND. We feel we have to explain all these things in detail in order to make our position completely clear."

"Especially to a guy who is responsionally oriented?" Bellander asked with a grin.

She gave him a warm smile and a slight nod and said "Yes – but you're making excellent progress. Just keep in mind that an Op system is basically a responsional process too. It's reactive. It may be guided by an IPS assignment overall, but new problems are constantly arising – and they usually just require common sense reactions, not extensive planning. We're interested in the factors which set the nation's general direction, plus we're interested in systematically checking to make certain the government is staying on course.

"Negative discipline and problem-oriented reactions tend to take the least time, while positive discipline and initiative planning usually take more time. The responsional and initiational functions complement each other though. We call them the yin and yang of leadership and management – and of democracy."

Larrey chuckled, then said "Now add the worldwide implications to your perspective, Andy. You asked what to do about totalitarian governments that abuse their citizens, and now, by inference – you have the answer. You have to first show the OSL leaders the value of a thoroughly planned agenda. Then Phase Two will really begin to operate –

because we'll have to get the OSL principals to set up their own private IPS systems. As you can predict, they'll welcome Status Reports – which they'll probably keep secret – and they'll reject Objectives Reports as being subversive suggestions. And it may take one or two generations of leaders after that – but we think the use of logic will eventually lead to more humanitarian points of view. Evolution instead of revolution.”

“Just taking a deputy's word for what's going on won't feed the bulldog” Nik growled. “And dictators need valid reports the same as anybody else. Information is power.”

Larrey smiled and continued. “Once there's a measurement system in place you can be certain the OSL administrative group will begin to point fingers at each other when the reports are disappointing. I can't imagine what it must have been like in the old Soviet Union when one 5-year plan after another fell by the wayside.

“Anyway, that'll cause more infighting than usual, and probably within a fairly short time the guys who have had the power to choose objectives will be replaced by insurgents from the ranks because failure to produce as promised is always taken as a sign of weakness. And you can only shoot so many hundred messengers before the remaining ones rebel against you. After a decade or two even the remaining hardliners will all have been replaced by guys who are efficiency oriented. Just figure it may take 25 years for that form of good cancer to spread, Andy. Think long-time-frames. The totalitarianism will be reduced, incrementally, with each new wave of leadership – or each catastrophic change of leadership.

“In the meantime, however, the citizens will have begun to learn via the grapevine about what those reports have been showing – and even the strongest OSL groups will slowly have to respond to the public's dissatisfaction or risk a total revolution. That's the way citizens can seize power without guns – by obtaining de facto control over objective-setting and results measurements. Gaining the power of information isn't something that'll happen overnight, but it'll happen. Their government won't necessarily be a copy of our democracy either, but it'll work.”

“But there will be a struggle for power at every step” Delia said, “because leaders who are accustomed to reacting to problems are more interested protecting their power by placing blame than in developing better systems. We Phase Two instigators will have to intrigue the OSLs into adopting the IPS formula as a way to make their secretive Op systems work more effectively – get them to set up their own measurement systems as a way to reduce the risks and frustrations their current systems are causing. Some of our FOVs will probably be very influential in that area.

“Then we'll have to get all the nations who are using the IPS formula – in both the open and the closed systems – to collaborate on setting mutually agreeable international purposes and objectives. Once that begins to happen – and it will happen slowly and incrementally – we'll have to set up an international measurement system. Which will lead to investigative and judicial systems. In the end, the OSLs will have forfeited a lot of their

power in their desire to prove their leadership abilities – but they'll get better write-ups in the history books if they do it our way, and they'll know it.

“As Larrey said, that doesn't guarantee that authoritarian governments will adopt an American-style democracy just to use the IPS. There'll always be politicians trying to prove that they're the next Alexander the Great. They'll base their campaigns on the same kinds of rhetoric their kind have always used – relief from economic problems, holy war against those who don't hold the right beliefs, safety from evil neighbors, appeals to nationalistic pride – all the old rallying cries.

“But in spite of the reactionary thinking still passing for leadership in most countries, the fact that measurement systems do exist will set up the possibility of creating an MBO-oriented mega-democracy made up of individual nations – like the United States is made up of a federation of constituent states. The principal local differences would be in the statements of purpose the various countries selected to guide themselves – and petty local purposes would soon become international embarrassments when compared to the international SOP and its objectives.”

“Balkanization may become even more common than it is today, Andy” Nik said, “but that'll be OK. Instead of a couple hundred member nations we may be talking about four hundred member nations – perhaps each representing an enclave of ethnicity or religion or race or ideology, but that'll be OK because it will make it even easier for their citizens to measure results at the local levels. But once they begin to see how beneficial it can be to achieve mutual goals with their neighbors – whether they share the same religion or ideology or whatever – they'll begin to coalesce back into larger groups bound together by practical affiliation, not just national pride. The use of IPS will result in those common goals.

“Chang says he can see where member states may merge with and separate from each other again for at least a couple of centuries, depending on how strongly the local winds of political frustration are blowing. He calls that the political reverberation effect. That'll present a hell of a problem to the tax collectors in those areas – but that's too bad.

“The coalition of nations will have to accept and deal with the fact that political leaders make decisions for political reasons, not for logical reasons – so they'll have to codify international reasons for cooperation. You can't just rely on public opinion to provide continuity. That means they must emphasize criminal law in the existing international political laws – create some third party ND with teeth in it. Ideally such legal restraints would include the implied warranty concept, but that's probably too much to hope for during the first century or two because they'll have too many other things to think about. But perhaps it can be established as a universal custom even if they can't write it into law.

“Plus they'll have to set up a comprehensive administrative system. Remember that the U.S. didn't actually have an administrative system until George Washington took the bull by the horns and created one, Andy. History will have to repeat itself there.

“What passes for an administrative system in the United Nations couldn’t possibly manage a mega-nation. What the U.N. has are a bunch of agencies appointed to do certain tasks – with basically only the Secretary General responsible for measuring the quality of their achievements. The U.N. is an international accommodation system, not an international governmental system. It lacks a comprehensive sense of purpose – but won’t admit it.

“Besides, my sources tell me that out of the 8,000-9,000 people working at the U.N., at least 4,000-5,000 of them are spies – which proves how valuable information has become. And the more you get into your project, the more you’ll appreciate that. Your diplomatic service undoubtedly exposed you to a lot of people in the secret information business – but that’s just strategic stuff. OpSys stuff. The real gold is all right out in the open.”

Delia smiled and added “Creating criminal laws to govern a mega-nation would of course require establishing international judicial and law enforcement systems as well. We feel there’d probably have to be separate investigative and arresting functions – and that would probably also require using standing armed forces as the officers of the court to actually perform the arresting function in some cases to bring the leaders of intransigent OSL offenders before the judiciary. Very few nations would be willing to permit their top officials to be treated like that of course – at first – so to get them to join the coalition you’d have to give preferential trading status to the members. The what’s-in-it-for-me factor – the big carrot. That may seem like a copout, but it’s pragmatic time economics.

“In any event, such mega powers would have to be carefully controlled – by the public. Very carefully controlled. Balkanization would make it easier to pick out leaders who were acting improperly toward their people – they’d stand out in comparison to all the other leaders of the world – but that Balkanization would also create hundreds of states too small for the public to stand up for their own rights. The system would have to protect both the individuals within such states from their own leaders as well as protect the states themselves from the Big Brother syndrome.

“The only way to do that – safely – is to build decision trees based on the IPS concept. I don’t think we’ve convinced you of that yet – but stick with us.

“All member nations would have to agree on the mega-purposes of the organization, then each operational branch would have to be based on clearly defined purposes and objectives as well – which would enable the members to measure and evaluate each branch’s efforts to achieve their assignments at the same time that branch was measuring them. In other words, the member nations of the mega-organization would be treated as if they were individual voters in a U.S.-style democracy insofar as worldwide initiatives were concerned. The good thing about that would be that representatives of member states would be much more assertive and willing to stand up for their states’ rights.

“The caveat would be that the power to determine initiatives would have to remain with the member nations – not with the OpSys officials performing administrative functions.

What I'm saying is that it would be the job of each operational branch to serve – not to govern. We're shying away from using the word 'govern', Andy, because that implies the top officials are more OSLs than administrative servants. We can't have that.

"A legal system, however – which is part of the Op function, not the initiative function – must include both those who issue citations and the third parties who then make the judgments. As Nik said, governments are about controlling power. Initiative power is universal – while all the rest is Op system, with various singularities of perspectives.

"The problem, you see, is that international criminal law would have to allow the prosecution of OSL groups as individuals while democracies would have to be prosecuted as nations – and to do that they'll have to make a distinction as to who is controlling the power to make initiative decisions. Which is another reason why you need to establish the IPS measurement function as the controlling factor – because you may need to IID the de facto statements of purpose and the unstated objectives in order to measure whether or not transgressions are occurring. You must always protect the equities of the individuals – but measuring other political objectives can be a very subjective task.

"The teeth in our present international agreements often tend to punish the innocent in the effort to punish the offenders. Punishing the entire nation would be OK if it was a democracy and a majority of the voters agreed with the transgression, but it wouldn't be OK if those citizens were being controlled by an OSL group. That's a PDX which should cause dictators, for the sake of protecting their own skins, to try to make sure they have the support of their people.

"You see, an explanation of a political action is an attempt to provide justification, and explanations are open to interpretation – whereas the measurement of objective attainment is self explanatory and allows much less room for rationalization. At the moment we talk of 'international police actions', but a police force operates – and must operate – according to the four Cs of ND. Most of the 'international police actions' actions to date have been essentially traditional slaps on the wrist, not fourth C enforcements.

"Establishing international understanding of all that will take a long time, Andy, but in the end it will mean the citizens of states governed by One-Strong-Leader type systems will end up with real powers – the powers to choose new leaders and initiatives plus the ability to measure and evaluate the results their taxes are buying – and as that develops, the concept of public power will be spreading around the world inexorably. They may not use the word 'democracy' to describe their governmental power control systems, Andy – but they'll be close to what we imagine we mean when we say 'democracy' today.

"And your project represents the first step in that long, long idealistic journey. First we establish the value of selecting purposes and objectives carefully, then the value of measurement, and then the value of the Status Report to publicize that measurement. And once the dictators and the OSLs begin to nibble on that forbidden fruit, they will

inadvertently begin to allow their citizenry to reclaim the power they have lost. Or, to put it another way, the dictators will be required to earn the power they had originally seized.

“If you’ll allow me some mixed metaphors, information is the cat that wants to get out of the bag, or it’s the body of the camel that tries to poke its nose into the tent. We want those things to happen – and the present governmental systems don’t want those things to happen.”

Bellander thought a moment and then said “Those are an awful lot of expectations and requirements to load onto the IPS system, aren’t they? Are you certain any version of management-by-objectives can really have that much influence? Be that effective?”

“Have you got something better?” Nik replied. “Or are you willing to throw up your hands and say let’s keep letting everything go to hell in a hand basket? We believe IPS and MBO are the only hopes. We’ve all challenged Frank’s thinking and argued over his positions – and we’ve all become convinced there’s no better way to go. Do you see any better way for the citizens of the world to eventually take control of their own destinies?”

Bellander considered the questions and then replied “What do you think the odds are that I can convince the Congress they should create a federal counselor agency?”

Nik grinned broadly as he answered. “Right out of the box? About zero, m’boy. Or less. That is, if you leave it up to the Congress to decide. At the very least, the resistance-to-change factor would probably keep that from happening, regardless of how good a speech you give. Not to mention the fact that most politicians would see only the potential loss of power they’d face if the public began to measure the results of their efforts.

“That’s why you’ll have to go over their heads and make your appeal directly to the people. We’ll make damned sure your speech goes out to the public too. The people will buy the idea of your agency performing the auditing and reporting function so that’s your best chance, but you’re going to have to sell like billy hell to get anybody – anybody – to agree that some Big Brother government agency should even be suggesting what the nation’s purposes and objectives should be. You’ll really have to make a strong case on the value of MBO – convince the public that it’s up to them to set goals or they won’t have anything to measure against. You’ll have to prove to them that goal-setting must precede problem-solving – not the other way around.

“And most of all, you’ll have to convince them that your counselor agency is totally honest – and totally without initiative or operating power.

“It’s WIFFM – you know, the what’s-in-it-for-me factor – that will be most appealing to the tax paying public. They’ll be interested. A bit skeptical perhaps, but very interested.”

He looked at Delia, who smiled and nodded. “I’m afraid he’s right, Andy” she said. “And I apologize if we’ve given the impression you have to perform an impossible task –

because we really haven't. It's not all on your shoulders. It's just that, as my father used to say 'The good people have to try to look out for the good people, because nobody else is going to do it'. Keep a clear picture in your mind that you'll be trying to help the people, and the nation – not just the politicians in your immediate audience. Just think of the people before you as facilitators, while the true leaders – the public – will be listening in the background. The final decision will not be up to the facilitators.

“And keep in mind that we're actually arranging for your speech to be heard around the world, so you'll be starting the enlargement of perspective in millions of minds. Hundreds of millions of minds. Many will hear you as you speak, and we've made arrangements to have your presentation played in delayed release, with translations, in innumerable ways. I can't tell you how many dozens of arrangements Nik and Larrey and Mary and I have made in the past year – calling in every favor that anybody ever owed us, all over the world. The print media coverage will be enormous too – we're making certain of that – because people will need to read what you've said, and study it and reflect on it. The President knows what we're doing, and he'll be personally seeing to it all the top dignitaries of our government will be in your audience. He'll set the stage for you – but it's not really that audience's decision to make.”

“The text of your speech will be on the Internet too” Larrey said, “which means it'll get into at least a few minds within the closed systems”.

Delia nodded and smiled, and said “So it would be marvelous if the Congress agreed with you and started to hold hearings on your idea the next day – and we think we know two or three highly influential minds who will be willing to start investigating the proposal at once – but we won't be disappointed if that doesn't happen immediately. This is a long-time-frame concept, and it may take a lot of examination and challenging before it gets beyond the examination stage. That's quite all right. That's as it should be. It's just that it will all start with your speech.”

Bellander considered their comments a moment, then asked “But what kind of strategy can we use to sustain the public's involvement once we've caught their attention? Isn't that a bigger challenge than just trying to make them be less reactive in reaching decisions? They've got to have the will to continue, year after year, to decide on what they believe are the most logical goals to aim for – and if things seem to be going OK, they'll tend to leave everything to somebody else. I can see where we could use propaganda and PR campaigns to get them excited about this, that or some other purpose – for awhile – but how do we sustain their interest from one year's Objectives Report to the next?”

Nik refilled his glass as he considered the question.

“Taxes!” Larrey replied, with a big grin. “The second report's measurement function will tell them whether or not they're getting their money's worth for the taxes they're paying. And that's where the conservatives and the liberals really enter the picture, Andy. Some time lines and cost projections will appeal to the majority at that moment – and some

won't. And that second report is what will keep bringing your annual list of suggested objectives – your first report – back into the picture.

“Situations change, and so do objectives. Most objectives disappear once you've reached them – but it's the purposes that are etched in stone. Objectives are just mileposts – measuring points.

“Do you see? If the purpose was to bring the federal deficit down to X trillion dollars, for example, then one objective each year would have to be to make a reduction payment against the total. And that payment amount – perhaps a target percentage of the remaining balance – would have to be in the annual budget each year, for a specified number of years. It couldn't be just a one-time thing. And if an election was coming up and the politicians started talking about tax reductions, the public might very well decide to remove those guys from office and put in some surrogates who had the backbone to keep taxes in place until the specified deficit target was reached.

“The public knows that if you put off paying your bills you haven't really achieved an increase in your income, you've just gambled that your heirs may get to pay your bills for you. The only real way to get more disposable income is to get a raise and to pay off your debts.

“What I haven't heard anybody mention, though, is the fact that your counsel's first report will have to show previously chosen objectives as well as suggested future objectives – because the lion's share of the budget has to do with efforts to achieve previously chosen objectives, you see. That means your second report will always be primarily focused on those old objectives, not on just the new initiatives. We've borrowed so much money to support those old objectives that the interest on the federal debt is always one of the biggest items in the federal budget – so your agency will have to hit the ground running in its efforts to IID those old purposes and those old objectives and attach values to the results they're achieving. That will definitely not be an easy job in a service environment.

“So your annual list of suggested Ps and Os will have to be divided between the old and the new. That'll help the public tell their surrogates where the priorities are – help them decide where they might cut back and where they should press ahead – but then the surrogates would have to work out the questions of how to do it. The public will decide what – the surrogates will decide how. The public will become very conservative as soon as your agency begins to assign costs to all the government's on-going activities, Andy. That's a given. And that'll really frustrate the politicians for awhile. They simply aren't used to living under constraints like that. So welcome to the real world!

“So the Status Report will have to IID what the counsel presumes were the earlier purposes and objectives which led to the current activities. There'll be years of Congressional arguing over what purposes and objectives their predecessors actually had in mind to justify today's functions and expenditures. And they'll find fault with the OpSys people instead of the previous leaders' decisions. That'll eventually lead to

cutbacks here and there, of course, as rationality sets in. And all that research and argument will represent an enormous time investment – a constipation factor, as we call it.

“Congress’ll have to set a lot of new priorities because they’ll have to keep a lid on their spending or raise taxes. They’ll probably get really tough with the Op system people, because cost cutting and efficiency improvement will seem to be the easiest way to get their hands on cash that’s already floating around in the budget. Once they acknowledge they can’t just buy everything on their wish list, you know – that first report will change from a political abstraction into a budgetary control weapon. That’s where the voters and their surrogates’ll begin to separate the wheat from the chaff. Congress will tend to go crazy with budget re-allocation attempts as the old timers try to figure out how to operate under the new constraints – but within two or three decades the public will begin to challenge whether or not the re-allocated monies are being well spent too.

“Tanstafl! – ‘There ain’t no such thing as a free lunch!’. The public is going to want to put a price on every new objective on that objectives list – and to demand to know what old objectives those re-allocated budget funds were also serving – and that’s what will finally begin to bring the federal budget into a rational perspective. That might take five or ten election cycles. Maybe more.

“The thing is, though – the better their perspective becomes, the more appetite they’ll have for making it even better yet. You should take care in your speech to explain that the voters should not rely on abrupt budget changes as a way to solve problems. They should give the surrogates a chance to work things out. By that I mean, for example, that a lot of government services could be performed for a lot less money if the bureaucracies were given higher tech tools to work with. You don’t necessarily need to put a bureaucracy out of business just to save money, if the service it performs is valuable and it’s possible that they can do the same job for less money after they upgrade. Please don’t give the wrong impression on that. Don’t promise savings at first. The changeover to high tech would require some large new investments at first.

“But there is another budgetary factor I also want to make sure you consider, and that is the fact that doing the research to put a projected price tag on every objective your agency lists in that first report would be a very expensive and time-consuming operation. Have you thought about that?”

Bellander shook his head and leaned back in his chair. The contrast between the sky full of stars and the need to consider such mundane things as the cost of research seemed quite unrelated.

Nik chuckled. “The reaction of a true bureaucrat” he said. “Just order it and it’d happen – is that it? Never had to provide for time or funding, have you? Just file a request and it’ll be done – by somebody else?”

Bellander shook his head again, a little self consciously. Larrey smiled, then continued.

“Once we do get your counselor agency up and running for awhile it’ll be able to do better and better cost forecasting, Andy – but each research project’ll take time. And time is money. They’ll have to load their databases with tons and tons of international data to be able to work out economic projections. They’ll get better at it as each year goes by, but it may be relatively inexact for awhile – although it’ll be more reliable than the guesstimates the politicians have to give the public today. God, what an act of faith it must take for a politician to give a cost estimate on anything under this present system! And nobody today has any idea of how new spending will impact old spending!

“But if the politicians were to ask the counsel for a cost estimate on every item in that list of objectives – not to mention IIDing all the old purposes and objectives, Andy – the work load’d throw the counsel into absolute gridlock. You can’t let casual promises creep into your speech and accidentally cause that to happen. Even when the CA is up and running – at least a fourth of its personnel will have to be devoted to IIDing all the old purposes and objectives during the first year or two. Or three. We considered that part of the startup cost when we did our workup.

“The counsel will have to charge for its research time, new job by new job, which means that each member of Congress – or at least the committee chairmen – will each have to budget their spending on buying research answers from the counseling service.

“The government pays for that kind of research now, of course, but nobody realizes it because it isn’t itemized. The Congressional Research Service does its best, but they just don’t have the manpower or the organization to do what we’re talking about here. You’ll have to make that clear. Just bringing the cost of doing research out into the open means both Congress and the voters will begin to get better research for the same money – plus they’ll get a lot better research for a little additional money. But remember that tanstafl thing, Andy. In the end there’ll have to be costs attached to everything, both old and new, and doing all that work’ll be a tremendously time-consuming job. Plus at first there’ll be so much sticker shock that nobody will want to spend money for anything. It could bring the government to a standstill if you put too much emphasis on costs at the beginning.

“Just make it clear those things’ll help keep the initiatives in the hands of the voters – so they’ll eventually be maintaining the power of command from the beginning through the end of each project. Plus the arguments between the conservatives and liberals in Congress will help the public keep better perspectives on the time lines and costs as the surrogates work out the strategies and tactics. By Malcolm’s calculations, something like 63% of the disagreements between the liberals and the conservatives are over time lines, or priorities, as they call them – rather than over philosophical differences. The politicians just don’t realize it.

“Net net, you might end up with the voters using the IPS system and their employees still using the Op system – and that’d be OK. But keep in mind, Andy, that you also need to leave room for error. You want everybody, especially the OpSys people, to feel free to

innovate, to be creative in their implementive and problem solving efforts. In my business we have to aim for zero defects, but in a services system such as government, you have to leave room for creativity. Government should be more science than art, but you have to leave room for innovation and creativity too. Do you see?”

“Yes, and I can see there’s a need for initiative in defining and solving problems in the Op system the same as there is for defining and setting objectives in the initiative system” Bellander replied. “IPS can serve both functions, can’t it? I’ve been assuming the agency will spend 80%-90% of its time helping the administration people develop plans to get their work done better.”

“That might be right” Nik replied, “so long as you make a distinction between statements of purpose which refer to the administrative activities – the Op system stuff – versus the leadership reason-whys for having a government at all. There’s a big difference there. Have you seen Malcolm’s cascade of objectives chart?”

Bellander nodded and Nik continued. “Leadership only applies to the first column, the one on the left side of the chart. All the subordinate columns to the right represent OpSys activities – the implementation and administration stuff. Now the chart also shows that each column is responsible for its own maintenance activities – which includes measuring their own results. What the chart doesn’t make clear at a glance though is that the maintenance function of the leaders has to include a summarization of all the measurements of the rest of the columns. The measurements of each column have to be rolled up and reported to the column on its left. But – since we’re talking about a service organization – the top guys need a performance report that’s not just in terms of dollars.

“Dollars are all well and good as far as a corporation is concerned – but that’s number-crunching stuff – the kind of reports a CEO makes to his stockholders. The public won’t want all those details. The public will hope that the surrogates are studying the numbers, in detail – but all the public really wants to see is a report card that gives each government agency a performance ranking between one and five. Broad brush stuff.

“Everybody sort of assumes that the SOPs for the voters – the people who are supposed to be our leaders – are in the Declaration of Independence, the Constitution and the Bill of Rights. Those papers do provide a justification for having a government in the first place, but they don’t provide specific justifications for all the actions the government takes. That’s why you need specific statements of purpose for each action plan too – to give you frames of reference as you look at those report cards.

“But as this concept begins to spread into international use, Andy, other nations may have different internal SOPs – so there’ll have to be a correlation of statements of purpose at the leadership level when they try to form a world government. Or, as Delia puts it – a world administrative system. Otherwise there would be discrepancies in their efforts to coordinate reports and recommendations between their local CA systems and the

international CA system – and the set of international laws that will apply to that system. It'll take time to work those things out too of course.

“Now also we think that when you set up the U.S. counselor agency, Congress should be required to verify the SOPs each of the operating agencies is using as their mission statement. That's what Larrey was talking about. That'll be a big time investment – the kind of thing Congress should be getting from the Congressional Research Service, if they had the people and the time and the funding – and the support and the authority.

“Those are the things that are supposed to be dictating the admin budget requests in the first place, you know – the things Larrey said the agency might have to invent during its first few years, until the Congress confirms or restates them. To do that, Congress'll probably also have to ask the Executive branch to define what their Op system people think are their missions – and then, as the CA comes up to speed, Congress will be able to ask the agency to critique those statements too. Everything will seem rational at first, but as they begin to build decision trees that tie back to the old purposes, objectives, strategies and tactics – strange and challengeable perspectives will begin to come into the picture. It'll take several years to get all the P/P/Os to that point, of course.”

Nik sipped his wine a moment and then continued.

“Old mission statements have a tendency to get re-interpreted and re-stated as the years go by, so that exercise would just be good hygiene anyway. You know – an office that was originally created to predict the market for domestically produced buggy whips turns out now to be in charge of setting specifications for the production of automobile bumpers – but with a six hundred percent increase in their staff and an eighty thousand percent increase in their budget. That's not the way you build a rational Op system.”

Nik paused and said “You've included the ombudsman function in your plans, don't you?”

Bellander smiled and nodded.

“That's a key provision in what Larrey was talking about, Andy” Nik said emphatically. “A key provision. Workers usually know where changes need to be made in the Op systems, but the operating structures we have in our bureaucracies are too damned inflexible to accommodate them. I'm not faulting the managers, you understand, but the fact is that bureaucratic power structures only encourage ideas to percolate downward, not upward. I think we've got roughly two million non-military federal employees – all of them taxpayers by the way – who are willing and able to make suggestions for improving their own efficiency, and we need to institutionalize a system that can acknowledge and evaluate those ideas and do something about them.

“If just one percent of two million ideas was valuable, for example, that'd be 20,000 good ideas going to waste! And if the average worth of a good idea was \$10,000, that'd be a \$200 million saving that could go toward paying the costs of your counselor agency each

year – to say nothing of the enormous improvements in efficiency and morale they'd all produce. And if 10% of those ideas were good each year, the savings and process improvement factors'd go off the chart! That's an example of the kind of innovation Larrey was talking about. And it's not just a wish, Andy, it's an absolute necessity."

Talia touched his arm and said "That's why Congress should only take their IPS planning to the strategic level, hon, and leave the tactics to the Executive branch."

"By the way, there's something I intended to say earlier" Nik said as he raised an eyebrow and exchanged an amused glance with his wife, "we use the term OSL a little loosely around here, Andy. What we're really referring to is who has the power to control initiatives – although technically I guess we're talking about who controls the budgets. We tend to describe any authoritarian or totalitarian or dictatorial or centrist government as an OSL system. OSL is a hi-frax nickname that confuses the idea of leadership with the idea of a governing structure. And it's a bad nickname.

"Power is focused in an OSL environment but diffused in a democratic environment – and that difference in perspective is a big part of the problem. Whoever has the power to choose initiatives is the person or group in charge. But that's psychodynamic stuff, not procedural stuff. A democracy doesn't require that everybody be able to handle every job, you see – it just requires that the voters have enough ability to predict results so they can offer opinions about what the tribe should be trying to achieve with its tax money. We're not saying every voter has to learn to think like a commanding general, Andy. Not at all.

"Obviously, in a democracy any voter or any of the voters' surrogates has the power to offer suggestions as to what direction the group should go, and in an OSL system most of the public can't make suggestions like that. But it's not enough, you see, just to change the power structure so the public can make suggestions – because you also have to make sure the suggestions for initiatives are worth listening to. You might be able to tolerate a few million dumb suggestions over time, but you have to draw the line somewhere. So making a distinction as to who controls the power is only a starting point.

"In an OSL environment neither the citizens nor the colonels – the guys in the back rooms plotting to overthrow el presidente – can suggest initiatives safely, so international laws concerning punishment of power abusers should make distinctions as to whether to punish just the leaders or whether the whole governing party or the whole nation should be punished." He glanced at his wife and said "I guess we covered that before, didn't we? But it's a leadership consideration, revolving around both who has the power to take the initiative and how stupid the guiding ideas are."

Bellander nodded slowly, then said "Let's go back to the initiative planning sequence, Nik, where IPS is what catalyzes the power control function. I can see where groups with common purposes – like a dominant religion or nationalistic enthusiasm – could work together, but I'm not sure that common objectives are always a reliable binder when groups have different purposes. I'm thinking of Italy, where the government is forever

made up of coalitions of factions which don't share common purposes, and time has shown that that doesn't make for very reliable coordination of objectives. Am I right?"

"Yes you're right – and no, you're wrong" Nik replied. "Of course Italy, as we know it, has only been around since about 1860. They're still learning.

"The problem may be that they share the same purposes, and don't know it. The key is to get each group to examine their true statements of purpose, not just their traditional statements of purpose. And IPS requires that the users be future-oriented, not past-oriented – which means objective-oriented, not problem-oriented. Mussolini's personal purpose was to gather power to serve his ego, and he got it by solving problems the people wanted solved – you know, like making the trains run on time. That sort of thing. You could say he was using IPS – but the populace wasn't tuned into his true purposes."

He offered to refill Bellander's glass then refilled his own and continued.

"Let me give you a slightly different example. Our records show that you don't belong to any fraternal organizations like the Masons or the Elks or the Knights of Columbus. You belong to a pilot's association but otherwise you've never been much of a joiner. Right?"

Bellander nodded.

"OK" Nik continued. "Now I've been a member of both the Masons and the Elks for over forty years, and I like them both – but they're both past-oriented. So are the Knights of Columbus. And if you were to talk to guys who were members of the Masons or the Elks or the KCs they'd probably tell you their organizations had different reasons-for-being – but the fact is their members' perspectives and purposes and objectives are quite similar. They're all members of the same group – and don't know it. And they're all past-oriented and don't realize it.

"They're good examples of good people who belong to good organizations – who could be causing their organizations to make much better contributions to society as a whole if they somehow happened to put their organizations together and developed future-oriented perspectives. But thinking along IPS lines is the furthestmost thing from their minds, simply because they're not really initiative-oriented. They're all preoccupied with maintaining traditions.

"Now the Masons claim their history goes back to the building of King Solomon's temple, and that there were guys with three levels of experience working on that construction job—the apprentices, the journeymen and the master masons. That was before the time of union cards, you see, so the amount of wages a guy was paid depended on what level of secret password he knew.

"Now come fast forward to the days when they were building all the castles and cathedrals around Europe. It was really a big deal to be able to prove you were a master mason in

those days – you were a high paid and highly honored guru if you knew the master mason’s secret password – but finally all the construction work for the really big jobs began to dry up and the big paychecks began to fade away. So what did they do?

“The union created a club based on what they called symbolic masonry, and came up with an initiation process that used stories from biblical history to dramatize the kinds of ethics they expected their members to observe – and began to allow rich and powerful guys to become honorary members of their secret society. That was a very popular idea, and it also opened doors to a lot of new jobs such as castles, big homes for politicians, big government buildings and the like – but, obviously, it also tended to politicize the union. Sort of like having a giant board of directors, all of them kind of trying to steer business to one friend or another – with both collusion and competition on all the secret agendas.

“It worked, but one real problem with that cozy deal was that there were several assorted guys who were claiming to be popes – you could buy that title in those days, you know – so the Roman pope passed an edict that none of the people who belonged to his church could belong to that damned club his competitors belonged to. Pure politics.

“Now fast forward again, Andy, to the U.S. A lot of the guys who were prominent in the American revolution, like George Washington and Benjamin Franklin for example, belonged to the symbolic Masons because it had turned into a club where influential men with similar interests and ethics could get together and compare ideas and beliefs. The records suggest that at least one of the Boston tea parties was the work of members of a local Masonic lodge. So with all the political instability, what had started out as an honorary construction workers’ union had suddenly changed into a semi-political party with restricted rules of membership – as defined by both their own rules and by papal edicts.

“By analogy, imagine that all of today’s landscaping and exterior lighting contractors got together and formed an honorary society open only to members of garden clubs or to high income types – people who might throw them some business – and then the head Democrat said none of his guys could belong to it because the club had too many Republicans. That would make about the same amount of sense – but that’s about what happened to the Masons.”

Bellander smiled. Nik grinned at Larrey, who was listening intently, and continued.

“There was no law out on the frontier, and Masons lived so far apart that it was rare they could get together and form a lodge, but a bit at a time the members came to know each other as they traveled and asked each other cautious questions. And then they began to protect each other. Some of the first frontier posses were brother Masons who got together and went after rustlers or bandits who had attacked one of their own. As Delia said – ‘the good guys have to look out for each other, because nobody else is going to do it’. So that club of symbolic construction workers laid some of the groundwork for law out on our frontier.

“The Irish Catholics who came to the U.S. because of the potato famine found they were discriminated against because their religious boss wouldn’t let them belong to the Masonic club – and that led to the creation of the Knights of Columbus so they could have a club of their own. And the Masonic bylaws said that a man had to be of good character to belong – but that didn’t include actors and saloon keepers, so those guys founded a society called the Jolly Corks to create an insurance pool to send flowers to the widows of their deceased friends, and that turned into the Elks. And the Masons, whose group obviously included a lot of old time slave owners, didn’t accept black members either – so some white members passed along the rituals and secret stuff to their black friends and helped them create the Prince Hall lodge, which is nearly identical to the white version.

“Now, to go back to your question, what all those organizations had in common was that they were made up of men who, for one reason or another, shared common interests. That was an unacknowledged given, because their vetting processes to check out prospective members are actually quite similar. I’m sure they’d all tell you their organizations had different purposes, but in fact their common purpose was to have a club where people like themselves could get together and share each others’ company and ideas. If they’d just put their so-called rules and traditions aside, they’d find that they’d all have a helluva lot of purposes in common – but they won’t, so all their memberships are shrinking. They’re all living in the past, tied to memories instead of imagination.

“So my point, in reference to your question, is that reasons-why and explanations for reasons-why – in other words, stated purposes and the rationales to explain them – don’t always match. That’s even more true in politics, where it’s every man for himself while at the same time they’re pretending to honor the party lines. So you’re right that shared objectives aren’t necessarily enough for groups with differently-stated purposes to present a unified front on – but you’re wrong, to the extent that a lot of those groups could easily consolidate their purposes if they thought about it. And if they did that, all those good intentioned people would be able to use their combined powers to achieve objectives they could all agree on. And they’d find it was a lot of fun too.

“They might have to form a new club and give it a new name – maybe call themselves the IPSo Factos – but my point is that once you start expressing your P/P/O clearly you can usually find a lot of fellow travelers who think like you do. If I was membership chairman for one of those organizations I’d sure as hell start talking to the other clubs right away. They’ve already got the kinds of members each of them really wants, and the combined group would begin to attract younger members. That’d be a win/win situation for all of them.”

“You’d want to make certain the membership of your new club included women though, Andy” Delia said with a smile. “He’s not just talking about fraternities. I presume you have women pilots in your organization.”

“Oh yes” Nik added. “Oh yes. No question about that.” He glanced at Bellander and gave him a big grin, then finished his glass of wine and continued.

“For example, it would probably shock most Masons and KCs to find out that during the decades the Catholic church was outlawed in Mexico a lot of priests joined the Masonic lodge for safety and carried on their church work clandestinely – but that’s a fact. The Masons don’t have any problem with ministers and rabbis being brother members and carrying on their separate types of religious work in their regular lives, and they don’t have any objection to other types of religions belonging either.

“Now it is true that the Masons take some stories from the Old and the New testaments to illustrate some of their teachings, and that might not sit too well with the Muslims or the Buddhists, but there are no Masonic rules against them. As I said, I’ve been both an Elk and a Mason for over 40 years and I find them both relatively acceptable organizations – with the exception of making the black people set up separate Masonic lodges and the Elk’s tendency toward staying lily white, plus the fact that you’re apt to find a bad apple in any barrel now and then. I might try to tighten up the vetting process here and there – but not much.

“My point, though, is that I know all kinds of people and I’d like to set up an organization of some kind where we could all get together from time to time, either in or out of the public eye – and including women, I hasten to add – and discuss what directions we thought the country or the world in general needed to take. The problem with trying to convert the existing clubs to that POV is that they’re all past-oriented, not future-oriented. And I’m including the political parties when I say that, Andy. You can try to say they’re future-oriented because they’re anticipatory, but they’re really more past-oriented because they’re all more reactive than proactive. They talk big-scope but they don’t act big-scope.

“Now the clubs I mentioned all have youth programs of one sort or another, but most of their programs are primarily aimed at their own enclaves. Some of the black civic leaders are trying to organize what I call new-age youth gangs, open to everybody, aimed at teaching kids that gangs can do good as well as evil. That sort of thing needs the active support of all the influential adults in a society – and I’m thinking specifically of the members of the four clubs I just mentioned, working in collusion – but there’s no catalyst to bring the club members together. That catalyst would be an awareness of a common purpose, but that’s very hard to develop when the members are so tradition-oriented.

“Once Larrey and Malcolm’s Internet version of IPS catches on we’ll be able to start a surreptitious version of that IPSo Facto club thing. World wide. It’ll have to be a totally separate deal from your project though – gotta keep a distinction between the learning process and the implementation process – but if we do it right we can provide a common ground for all the influential minds from all the religions, all the nationalities, all the ethnic groups and what have you from all over the world to share opinions electronically. And while they may approach their concerns by identifying problems first – they’ll all learn how to look for the common IPS P/P/Os before they start arguing about strategies.

“Now I do believe strongly in the separation of church and state, Andy. As you may know, it was the ministers who suggested that that be stated in the Bill of Rights, back at the beginning, because they didn’t want the federal government to be interfering with their doings – and now the religious activists are yelling that the founding fathers were wrong to listen to those old time religious protectionists – but I’d sure hate to see us change our national position on that. Logic and faith don’t always lead to the same conclusions – and I prefer decisions made according to reasoning, not allegories.

“So, as I said, your opinion was part right, part wrong.”

Nik paused a moment, and then Bellander could see a slight smile come over his face as he continued. “I know a place where a KC building and a Masonic building are located near each other. For years they’ve been borrowing chairs and tables from each other, and the two groups have gotten along together as close friends as long as anyone can remember – but it has always amused me to try to imagine how the first guy must have felt when he first asked the other guys to loan his crowd some of their equipment. It can be done.”

He sighed, refilled his glass and gave a little chuckle. “There’s an old gangland rule, you know, that to make a friend of a dangerous man you need to let him do you a favor. That’s to let him feel superior and to know you aren’t in competition with him – but then you have to keep your distance to let him know he can’t dominate you. Much the same neutralizing effect occurs if you let someone with strong opinions express those opinions before you start arguing with him. Or her. Psychodynamics can be so damned complex!”

“Nik mentioned the fact Malcolm and I are aiming at creating something like that common-interest, common-purpose organization he’s talking about, Andy” Larrey said, “in the program we’re going to put on the Internet. We’re just going to bypass all the old fences and animosities and try to show that there’s universality among all the diversity in adult thinking. The Internet will provide a catalyst that wasn’t available in the past.”

“I think the point Nik is actually trying to lead up to, Andy” Delia said “is considerably larger than his examples may be suggesting. Think about an international melding and shaping of interests, as Larrey and Malcolm’s Internet program will be doing.”

She glanced at Larrey and smiled as she said “You two are going to have to give that program a catchier name, because I can never remember what you’re calling it.”

“We just call the basic program The Government Game” he replied.

She returned her attention to Bellander and said “You see, Andy, Nik is leading up to saying that there are explanations and there are facts, and our goal is to begin getting people to think with basic, definitive facts. Explanations only need to seem intuitively logical in regard to some emotional reaction, but they’re usually just rationalizations or excuses, not reasons. And they’re influenced by Quest drives. Explanations are what

people give as the reason-whys for their conduct – but they’re usually just concocted to disguise impudors. Rationalizations can be used to explain organizational affiliations like Nik was describing, or to justify why people belong to social or even antisocial gangs or why it’s OK for soldiers to kill but not OK for non-soldiers to kill. That kind of responsional thinking casts a pall over real world progress.

“Now the IPS system tries not to rely on PDX explanations and rationalizations. Many types of minds – children, politicians, evangelists, actors, psychologists, advertising managers and used car salesmen for example, people who would never dream of using the IPS – tend to say whatever they think will sway their audience’s opinion. And they tend to believe what they tell you, and become quite agitated if you challenge them – but the fact is they’re more concerned with the reactions they cause than with being factual. Your political compadres call that ‘spin’ of course. Everything keys on interactions with others as far as they’re concerned. But they only use pretend logic. It’s the end-justifies-the-means thing – and caveat emptor applies.

“It has been our experience, however, that such minds can be caused to learn to think and express themselves more clearly. It usually doesn’t happen quickly, because it often takes a certain amount of both self and fles discipline – and it often takes heuristic intervention such as the Star Nights program to help it along. Has Frank discussed the concept of hi-frax with you, Andy? In depth?”

Bellander shook his head and said “Not in depth, I guess. I do understand what it means.”

Delia smiled. “You must feel like we’re throwing hundreds of esoteric ideas at you just to confuse you – but let me take a moment to review one of our most basic concepts.

“Let’s take a word like ‘soul’, for example. It means whatever the user imagines it means – but it also means whatever the listener imagines it means – and the two of them could argue for months and never quite agree specifically on what they each imagined they were discussing. That doesn’t mean we can’t use hi-frax words like soul or mind or love or God or freedom or liberty or democracy or right or wrong. We can.

“Philosophers and poets and religious leaders – and lovers and politicians – use hi-frax words as their stock in trade. But so do sophomoric minds. A little learning truly can be a dangerous thing. You see, it isn’t enough to try to make logical connections between hi-frax concepts – whether they’re thoughts which have sprung directly from your imagination or they’re ideas other people have told you to try to think with. You have to have such a clear grasp of the definitions you’re using that you can make accurate predictions of what will happen if you act on those words. And that’s why recent MBA graduates may be great at building academic concepts or at arousing emotions, but that doesn’t qualify them to be leaders. They love to string hi-frax concepts together and think they’re saying something, but they’re not always aware of implications.

“By the same token, engineers and military minds may be great at grasping lo-frax definitions but be so focused on details they lack the creativity to see the limits of their current perspective – and therefore not be able to move to the next level of perspective as their plans progress.”

Bellander grinned and said “As one of my instructors used to say, if your only tool is a hammer, every problem looks like a nail.”

“Right” Delia replied. “And a great many people – in addition to Maslow – have said that. The basic basic is that it’s best if you develop clear definitions and still maintain a childish imagination. But the imagination works best with hi-frax of course.

“So you have to keep Nik’s Rule in mind as the control factor in all this – the rule that ‘communication can be no more exact than the approximation of definition between the parties communicating’. That means that two parties who have agreed on approximate definitions can’t necessarily communicate accurately with a third party who doesn’t know what they’ve agreed on. Definition is everything. And you can’t communicate accurately externally if you aren’t thinking accurately internally.

“Then, having said all that, you also have to keep in mind that the people sending and receiving the communication are trying to connect those hi-frax meanings intuitively --and that their intuitions are preoccupied with serving their Quest drives – which means the Quest tends to govern interpretation, so each individual’s interpretation of a word’s meaning is biased by their emotional need to feel important – and that drive makes little distinction between the logical and the illogical. Efforts to communicate are actually guessing games, Andy – as our efforts to explain ourselves to you are so clearly proving.

“More to the point, it means that each individual’s efforts to think clearly are at the mercy of the personal dictionaries they have developed and stored in their intuitions. That’s why somebody with a high IQ can so easily go off on tangents that simply don’t make good sense. They have the ability to process ideas rapidly, but some of the definitions they’re trying to think with are too inexact to allow them to think effectively. You can see errors much more easily when you’re working with such lo-frax things as numbers or chemical formulas or legal precedents – where the definitions have been agreed upon – but the mind’s innate ability to make logical connections is only as good as the tools you give it to work with. It’s also why it’s much easier to be an editor than an author.

“And, I might point out, that’s why we’ve been so thrilled with your efforts to follow what we’ve been saying. Your intuition obviously has a warehouse of excellent definitions, plus it has the ability to process the connections at very high speed.

“Which could also be interpreted to mean that you’d probably try to be so careful to say only what you meant that you’d fall flat on your face if you ran for political office. And I daresay that your success as a diplomat has stemmed from your ability to contain your

pilot's preoccupation with specifics and to get general agreements on definitions before you ever talk about courses of action. That's quite an admirable accomplishment."

"Gee, you're smart" Talia said, and gave him his favorite impish grin.

Delia glanced at the two of them tolerantly and continued. "All of which goes to support Nik's rationale for why most citizens of most countries aren't disciplined enough in their thinking to run their own governments effectively. If they had the time, of course.

"But hi-frax is also why cults and myths and demagoguery and weird philosophies and religions have such high appeal, Andy. The logic of the basic premise goes unchallenged, and the emotional reactions catalyzed by the Quest appetite seize the moment. The Quest is always in WIIFM mode – the 'what's-in-it-for-me' mode. It isn't a matter of intelligence – it's a matter of the quality of the lo/frax thinking tools the person has built for themselves. Turning ability into capability, if you will.

"Have you figured out why Frank's rules of negative discipline don't seem to jibe with the Quest's influence on the intuition? Why ND seems to be the work of the devil?"

Bellander stared at her a moment and then shook his head slowly and said "I guess not".

"Hah!" Nik laughed. "Here comes the deep stuff!"

Delia observed her husband for a moment, then said "It may take awhile for you to tie it all together, Andy – but for the moment let's just say it's the fight-or-flight syndrome, and the way it fails to transfer successfully from the physical world into the metaphysical world. It's an example of what we call two/factor.

"That syndrome, which is emotional, tends to cause the opposite reaction from what we need in an intellectual situation. In other words it does what it's designed to do – cause a fast emotional reaction, especially when hi-frax mental concepts are involved – when what we need is a logical intellectual reaction. It places too much emphasis on the speed with which the intuition reaches a conclusion – and unfortunately the speed with which a result is caused also happens to be a principal effect of negative discipline.

"To be a little more correct, the fight-or-flee syndrome is the brain's way of providing a logical reaction in the fastest way possible when actual danger is involved – but it tends to produce the opposite effect when the danger is minimal or even imaginary. We call it the FOF1 syndrome – not just the FOF syndrome – because FOF2 refers to the fear-of-failure syndrome. Of course the fear of failure produces approximately the same impact on mental effectiveness as the fight-or-flee syndrome does, but it does it by locking the mind into one single thought instead of flooding it with a jillion thoughts.

"Where your project is concerned, one of your primary goals will be to prod the public a little further – perhaps just a few percent better – toward learning to think with more

carefully defined facts and concepts. That's all. Once your system begins to provide them with trustworthy facts they'll do much better, automatically. But then another of your primary goals will be to prod our government officials toward learning to think perhaps five to ten percent more effectively – so they can react to the public's opinions more effectively. The goals are higher for them because their minds are involved in both planning and implementation, and they'll be using both the IPS and Op system formulas.

“Now if you were a businessman you wouldn't hire a bookkeeper to do your books and expect him to tell the manufacturing guys how to run their part of the company, because you just don't expect to find specialists with that kind of all-purpose wisdom. The bookkeeper could provide a consultative function, but not a command function. You, or a generalist you hire, need to stay in control of the general initiatives.

“The problem in a democracy is that most voters lack that kind of generalized knowledge too, so they don't see the risk they run if they forfeit their initiative power for the sake of convenience. They think it's safe to appoint politicians to become all-purpose decision makers. Deferring to those who have special skills and expecting those skills to be transferable to all matters – is not a safe way to sustain a business or a government.”

“That's where BICO applies, isn't it?” Bellander asked. “It prevents that forfeiture.”

Delia nodded. “Furthermore, however” she continued, “voters also lack the information a leader needs in order to make informed decisions. So, being responsional, they mistake hi-frax glibness for thoughtfulness – which makes them vulnerable to misrepresentation – and if somebody says things which seem to make sense they adopt what they imagine they've heard and assume those ideas are actionable. It's only when we stop to examine the real meanings of words that we discover the emperor isn't really wearing any clothes – but everybody is in too much of a hurry, reacting, to bother doing that.”

She sighed and continued.

“And of course just having an assertive attitude doesn't necessarily mean you have decision making skills either. Having an assertive attitude frequently means you tend to rush around shooting from the hip as you try to solve problems quickly. Assertiveness and hi-frax glibness are seldom a good combination when you need to solve problems – in fact they usually just tend to compound them and cause unintended consequences. That's certainly not what you need in a democracy – but it's quite obviously what our present system is producing.”

With a wave of his glass, Nik jumped back into the discussion. “To go back to what I was saying – what most people mean when they say democracy of course, is the right to a vote of some kind, especially as it relates to choosing their governmental leaders. Communism pretends to provide equality, and they claim that getting to vote for members of a locked-in power group is democratic – but those voters don't get to call the shots on their country's objectives or policies, which is what we think we mean when we say democracy.

“But it’s much the same with all the republics too, Andy. Governments all over the world are having various kinds of elections and calling themselves democratic, but that doesn’t mean the people are actually in charge of determining the country’s objectives. Somebody other than the voters is making the initiative decisions and the power of the voters is limited to deciding who gets to be the front men and take the credit.

“And in most countries that’s about all the voters are qualified to do – including our taxpayers here in the U.S. – so that’s why I say it’s probably better to let an OSL have focused power and set the objectives. That’s no guarantee they’ll provide wise leadership, but it at least minimizes the number of power vacuums that’ll develop if you have a dozen or so political groups trying to seize power from one another. Fractionalization is more disruptive than productive. And unstructured debates are just academic.

“Just look at what happened in Russia – definitely a reactive mindset country – when they jumped into capitalism and government by ballot without educating their people first. And that left a power vacuum so the guys in power – the guys who control what gets measured or not measured – have maintained the power to use ND on voters who disagree with them. Their voters aren’t dumb, but they don’t have a frame of reference – or a system that can give them the facts they need in order to choose who should represent them. It’s so bad over there that the people’re probably going to have to shoot everybody in office and start over – and that revolution is just going to create new power vacuums.

“In a democracy the public must at least be able to control the guys who control both the money and what gets measured – but since the Russians don’t have the tax base to pay for something as expensive as your counselor agency idea, it’s liable to be a long time before that country’ll have anything but a pseudo-democracy. They’re all too accustomed to being told what to think and do. Too many power vacuums and too many action vacuums – almost always leads to anarchy.

“Ideally, a democracy is supposed to be a system that lets the voters express their P/P/O before their surrogates are allowed to develop implementation strategies and tactics – but taking the initiative isn’t that simplistic a process. So we’re just aiming at letting the voters express their perspectives and purposes, and most often leaving the choosing of objectives to their surrogates. But we absolutely must enlarge the public’s perspectives by giving them performance evaluation feedback. That’ll allow the surrogates to measure attainment of objectives from an Op system point of view if that’s all that interests them – while the public can read the measurements your counselor agency provides from the leadership point of view. If the two sets of measurements match – fine. But if they don’t, somebody is going to have to see to it that changes are made in the Op system – or OpSys managers are going to find themselves being replaced – or elected officials are going to find themselves being replaced. That’s where the ballot will really count for something.

“Chang has a saying that goes something like ‘tell me something and I’ll forget it; show me something and I’ll probably remember it; get me involved and I’ll understand it.’ Your

goal is to get the voters at least involved in establishing the purposes, because that's what controls the choices of objectives and therefore leads to understanding of the measurements in the Status Report.

"It's a law of physics that nature abhors a vacuum – and it's a law of politics that power seekers love a vacuum. And it's obvious that not having your performance measured gives pseudo leaders immunity to discipline. If you don't educate the voters in advance, imposing a so-called democracy means that for all practical purposes a country is apt to end up with anything from totalitarian power groups to political dictatorships to stifling bureaucracies to out and out anarchy or to having criminals-in-control. That's why I'd prefer action vacuums to power vacuums, every time – and why we're so concerned that this country is beginning to develop power vacuums without the voters realizing it. Oh, I guess the public knows it – but they just don't know what to do about it.

"On balance, and given a choice, I'd have to say that dictatorships have the best chance of producing some sort of success at trying to show initiative. There's always a chance they'll merely be greedy, not oppressive. That only provides a slim chance of helping an entire population, I admit – and in the long run it's the wrong way to go about it because internal battles for power usually just enrich the winners while they hurt the defenseless citizens. But if progress is the goal, those are about the best odds you can get until you put together an actual democracy – one with the citizens in actual control.

"I admit that some countries have been run fairly successfully by bureaucracies – and lots of countries rely on entrenched bureaucracies in lieu of leadership. But that makes you choose management over leadership. You can only count on a bureaucracy to be a server mechanism, not a catalyst or initiator for causing change or a mechanism for adapting to external changes. I'm sure you know from personal experience, Andy, that bureaucracies usually tend to become corrupt because they have immunity to disciplinary measurement. They have a vague sense of purpose, and the workers tend to be underpaid and to need impindor satisfaction, which often causes them to begin to expect bribes just for doing what they're supposed to do. That level of surrogate is the least qualified to choose initiatives of course.

"We don't face the widespread bureaucracy bribery problem here yet – it's pretty much limited to the politicians themselves. But you don't have to look any further than our own political environment to see what lack of leadership initiative can do to stifle productivity and efficiency in a bureaucracy – especially in the environment Civil Service provides. We're getting closer and closer to the edge of that cliff where our servants will be trying to sell us the services we've already paid them to provide, because our system is stifling their desires to feel like they're making significant contributions. It's hard to keep feeling patriotic when you can't find much satisfaction in your daily work.

"That's especially true where the workers are becoming more and more responsible for discretionary decision making, Andy – in the transition into what Delia calls The Age of

the Mental Artisan, which is the opposite of the old cog-in-the-wheel transaction-intensive worker most people think a person in a bureaucracy represents.

“So anyway, if the voters can’t think for themselves, and until you can enhance the educational process by providing them with facts – and until you can change their habit of reacting to dysdefined ideas and jumping to dumb conclusions – that just leaves dictatorships. Right now the U.S. has only taken a few exploratory steps toward reaching those democratic goals. And most of the rest of the world is still far, far behind us.

“Some more wine?” he asked, and Bellander noted it was the fourth time Nik had tried to refill his glass. He noticed that the others were nursing their drinks and declined.

“Nik” Delia said, “you’re wandering. And you’re beginning to repeat yourself. I think perhaps you’ve had a bit too much to drink.”

He frowned briefly, then poured himself a refill. “This is the good stuff, Andy” he said, then turned to his wife and mused “We used to buy an awful lot of this back when we were entertaining so much, didn’t we, babe? But I don’t remember doing so much of the talking in the old days – or did I?”

Delia smiled at him and Nik continued. “We used to do a lot of entertaining, but the last few years we’ve been pretty much tied up in our work.” Then he grinned and said “I’m sorry, Andy. It’s just that this is more fun than I’ve had in years. And this is what we’re all about.” He looked back at Delia, and she gave him a warm, permissive smile.

“I’m enjoying it too” Bellander said. “No problem. But now let’s talk about power.”

Power

“Most of what we’ve been talking about all evening has been about power” Nik replied. “Government is definitely about power – power to set courses, choose directions, give orders, offer PD or enforce ND. But when I was talking about power vacuums and action vacuums I was talking about system dynamics – not applied power per se.

“To the average person, power means ND – the ability to hire and fire, to give raises or to hand out punishment. Common examples of negative discipline. In our use though, power means the ability to apply either PD or ND. Is that vague enough for you?”

“That’s as far as you go with it?” Bellander asked. “It’s just an all-purpose dynamic?”

“Well, yes and no” Nik answered. “Those are effects. We usually relate power to causes – motivation – we’re usually more concerned with the reason-why it’s being applied.

“Control freaks want to rush in to fill power vacuums. They’re the guys who yell ‘Seize The Moment!’, but they’re often more motivated toward satisfying impindors than toward pursuing logic – more interested in getting attention than in producing valid results. Their enthusiasm ebbs and flows as their sense of self importance fluctuates. They’re a valuable type of personality, but they can also be dangerous.

“That’s an egonition pattern, and they can’t help it. Initiators do the same thing – but for the right reasons. But the opposite of that is the much more popular acquiescence pattern, at the other end of that continuum. Everybody wants to be able to enforce ND, but not everybody wants to be in control – because that also means you also have to protect yourself from ND. Plus not everybody can gain the power to enforce negative discipline – so team players must usually learn to acquiesce to those who somehow gain that power. How such groups interact is a function of motivation, and whether that motivation is based on cognition or on responsion. Motivation which is driven by reaction is apt to be stronger because of the FOF1 trait, but it’s not necessarily apt to result in improvement because it tends to be emotional, past-oriented and preoccupied with symptoms.”

“Andy” Delia said, “I assume Frank has explained the difference between egonition and negonition to you – and that, depending on the way your impindor patterns show up on what he calls a cause chart, you may be susceptible to rational appeals or you may require emotional shocks to get you to change?”

“We’ve discussed the concept of the egonition chart” Talia answered, “but I didn’t think we needed to examine either chart in detail.”

Delia gave her a cautious smile and continued. “Frank is concerned with motivation and its causes, Andy, and with the influence of the Quest – and his studies often provide valuable insights. However, things aren’t always that complex. Let me remind you of something you may have heard during officer’s training – the story of how the German high command went about choosing its generals back around the start of the 19th century.” She looked at Bellander expectantly but he shook his head so she continued.

“They divided their younger officers into four groups, and followed the progress of each group. Group one included the men who seemed dim and lazy. Group two included men who seemed to be energetic, but not too bright. Group three was men who were both bright and energetic, and group four included the guys who seemed to be bright but lazy. Now who do you think turned out to be generals after twenty or thirty years?”

Bellander grinned and said “Group one went nowhere; group two were the leap-before-you-look gang of perennial juniors; group three made general, and group four left the military to become politicians.”

Delia gave him a big smile and said “Wrong, Captain Bellander. Oh, you got the first two right, but the fellows in group three ended up as members of the general staff and the bright and lazy guys were usually the ones who made general – giving orders to the bright and busy guys. It turned out that the bright-and-lazy crowd thought things through before they acted so they wouldn’t have to make corrections or have to repeat doing something.”

“That’s not quite what I was trying to explain” Nik said impatiently. “That’s meritocracy. What I was trying to say is that a general population does have categories – but not just according to brightness or laziness. You have to evaluate them more according to a progression of the three Cs. Have we explained the three Cs triad – the capability, competence and contribution thing?”

Bellander nodded. A look of satisfaction came over Nik’s face as he continued. “Frank has two categories he calls the WOWs and the WODs. Has he told you about them?”

“The world of words people and the world of deeds people” Bellander answered with a smile. “Yes, I’ve heard that too.”

“Well, I call them the noisy people and the quiet people” Nik said emphatically. “You can trust the quiet people, because they’re more interested in getting things done than they are in causing a look-at-me commotion about it.

“A pretty good percentage of Americans – not as many as we’d like, but quite a few nevertheless – have become fairly successful in shifting for themselves in our capitalistic economy. That competence is quite different from what you learn in trying to scrape along in a subsistence economy, you know, and it means they’ve had to keep broadening their perspectives as well as their competencies – which gives them a certain amount of power to control where their lives are going. In other words, they’ve had to keep

broadening their levels of knowledge and competence instead of just holding one job their whole life. Or even if they do hold just one job their whole life. A capitalistic economy places different demands on you than just trying to make it on your own does.

“Their experiences have kept preparing most of them to move up to higher and higher levels of responsibility on that cascade of objectives chart. Most Americans feel there’s a possibility he or she may strike it rich some day, because of their own efforts – and that they’re ready for it to happen. At least they feel that way, whether they are or not.

“That’s why the typical American is better qualified to handle the power of actually being in charge of their government than the people in an LDC would be. You need a broad perspective and a clear sense of purpose in order to choose objectives effectively.

“Once you have that, motivation becomes the wild card in learning to become successful or in providing leadership. So that’s where Frank’s efforts to analyze motivational factors and Delia’s efforts to educate as you motivate come together. And I say you get the best results with the quiet people!

“But the individual is always paramount, regardless. Each individual is as important as every other individual – regardless of their education or their mouthiness or their impindor patterns. That’s why, for their own self benefit, each individual needs to understand the initiative planning process well enough that they can guide their own future – even if they let others act as the leaders. That’s definitely a requirement if you find yourself changing jobs frequently – but it’s also a basic requirement for being a citizen of a democracy.

“As one of our guys puts it, ‘You’ve got to think like a cowboy even if you’re just one of the cows in the herd’. You can’t do that if you’re an acquiescer.

“Doing it is tough for emotionally insecure people – who make up most of the population – tougher than it is for more mature people. And on the other hand, the more mature a person becomes, they less awe they have for the people who have gotten into positions of power. Everybody is equal in a democracy, and the less awe the voters have of their surrogates, the tougher it is for their surrogates to seize or exercise political power. The problem with our current system is that the voters find it easy to forfeit their power to the control freaks who have a built-in urge to take over and run things.

“The most basic motivator of human elective actions – that is, actions other than seeking air, food, water or reproduction – is driven by the individual’s intuition trying to find proof of his or her importance. It’s the Quest thing. And unfortunately every word you can try to use in defining the Quest vocabulary is dysdefined – hi-frax, not clearly defined – which makes it doubly difficult to think logically about motivating factors for either individuals or nations. That’s why you find whole populations following hi-frax ideologies or hi-frax religions like a bunch of sheep. They forfeit their own power in order to let somebody else tell them what to do.”

“Is that the negonition thing Frank was talking about?” Bellander asked.

“Not really” Talia replied. “Negonition is what causes otherwise peaceful people to join mobs that are killing, burning, mutilating, raping, torturing – that sort of thing. In Frank’s lectures he describes how leopards, which normally kill just for food, go on a killing spree if they get inside a boma – an animal pen. That’s raw emotion, fueled by immunity to negative discipline – undisciplined power – and that’s where the fourth corollary says you must either shoot the leopard or run like hell.

“And where the law is concerned with controlling negonition, you must either convince people not to do damage or just out-and-out stop them. Or you can allow them to continue to inflict ND – and live with the awareness that you may be their next victim.

“That’s also why the Quest is both a blessing and a curse. It’s the catalyst that has caused us to develop ingenuity, but it’s also the motivator that causes man’s inhumanity to man. And it’s the main reason people – almost all people – try to gain power over other people in jillions of little ways. And if that attitude stays at the juvenile level when the person has attained adulthood – you have an animalistic personality shaped by negonition. And that’s the last type of guy you want to give dictatorial powers to.”

Nik nodded enthusiastically and continued. “It’s all subconscious. Most people don’t realize how many of their actions are caused by their Quest drives – and especially their negative Quest drives. The Star Night exercise is one way of helping them realize that. The Quest appetite can only be satisfied by achieving successes – even by minor, illogical successes – and a Quest success or failure can only be evaluated by the individual’s intuitive logic. What seems logical to one person’s Quest may seem quite illogical to another person. Sometimes the Quest proof is simply power to control your own life, but more often it’s the power to influence others. Some way or other.

“It’s what causes individuals to try to ‘teach’ others the enforcer’s imagined importance – which leads to the motivational reverberation effect Frank talks about so much.”

Delia took over the conversation again, with an unmistakably firm tone to her voice. Nik glanced at her, smiled and fell silent.

“You can tolerate such a personality, Andy – acquiesce to their intrusions on your sense of self importance or your sense of equitability – or you can take steps to modify their behavior by applying the four Cs of ND. It’s obvious that society has the right to use ND to try to change objectionable conduct. That’s what government power is all about too.

“Acquiescence will not buy freedom. That’s why we have laws – to provide governing mechanisms which prevent people from trying to exercise undue power over other people.

“In most animal groups,” she continued, “there’s usually an alpha male and an alpha female, and the rest are followers. That’s nature’s way of assigning power – and, in

nature, you usually have to fight to get it. A democracy is therefore essentially an unnatural way of assigning power. See the conflict? If the voters of a democracy see a problem, and if a strong personality steps forward and solves it, that does not necessarily convey to that person the powers of leadership in other areas – although the world is subconsciously conditioned to think it does.

“Man has the intellectual capacity to overcome the negative aspects of his own Quest influence, and common sense says that the most selfish and self serving way to conduct yourself is to get along with everybody else, because that’s the only win/win answer. That’s another way of saying we should all think like leaders and act like followers. Obviously, of course, in addition to being concerned about who has the power, we must also be concerned about how that power is used. However, to state that more accurately – I should say we must be primarily concerned with how negative power is used.

“That’s what your project is all about, Andy. We didn’t want to steer you in the wrong direction, however, so we haven’t been presenting it to you that way. That’ll be an end result that’ll eventually happen automatically, so you needn’t be concerned about it.

“Humans need to be concerned primarily with controlling their Quest drives – not with gaining greater abilities to enforce negative discipline on each other. Trying to gain the power to control each other is just an artifact of our animalistic past, not a requirement for Quest satisfaction – and definitely not a requirement for good government. We really only need to use ND to protect ourselves, Andy. Your project is headed in the other direction – where ND, if needed, should be controlled by unbiased third parties.

“Frank describes a person’s apparent success in satisfying their search for Quest proofs by ranking individuals on a scale from zero to 100, with 100 meaning most successful – or mature – and zero meaning least successful or least mature. For example, we might give a serial killer a Quest proof score of 3 and we might give St. Thomas Aquinas a Quest proof score of 93. We call that a QP score or a Q score, and all it indicates is how much or how little we think they are being driven by the need to feel important – with a high number being the most satisfied, or you could say weakest, Quest appetite.

“We say the search for power is a derivative of the Quest drive. A mother’s unquestioning love for a difficult child is the PD side of that. But a governmental system should try to prevent people with low Q scores from gaining too much ND power. And to prevent that, the voters must have access to enough information to make decisions about such people.”

“So” Bellander said, “the less you search for a reason for your existence, the higher your Q score – and the safer it would be to give you leadership power. So a democracy needs leaders with high Q scores, and I need to find a way to give the voters access to that kind of information about their leaders.”

“That’s partly correct” Nik answered. “A monk who believes his existence is the will of God might have a high Q score, because his actions would indicate he was no longer searching for proofs of self importance. But she didn’t quite mean it would be wise to give someone leadership power just because he’s got a high Q score. You also have to know how to think like a leader, and that means knowing how to think initiatively. Proactively. Gaining inner peace doesn’t necessarily produce an agent of change.”

He stopped and grinned broadly, and said “Which might disqualify Christ and Mohammed and Buddha and Confucius from running for president. Those fellows were great on perspective, and they were great on statements of purpose, but I’m not too sure how they’d do on setting meat-and-potatoes objectives or handling the administrative processes. There are big differences between vision and initiation and administration.”

He grinned again, then went on. “There’s more to intelligence than mental quickness – there are things such as the skills in finding answers, and the development of self-discipline, self-confidence and self-assurance. And there’s more to leadership than having reached a mellow stage of maturity, with at least a median Q score number. You need to be able to think clearly enough to choose between taking or not taking the initiative. But a leader shouldn’t just be driven to try to take the initiative because he’s trying to fulfill his Quest drive. That’s the key. That’s what causes abuses of power – especially in a system which allows immunity to negative discipline for its leaders – which is what our version of democracy is beginning to allow.

“Your system will need to minimize ITND – immunity to negative discipline – but at the same time encourage discretionary decision-making. And figuring that out’ll strike you as quite a challenge, pal – until you see how simple it all can be.”

Bellander nodded slowly, then replied “I realize the Quest drive is a primary cause of people trying to become dictators – but is there any other sinister factor I’m overlooking?”

“No, everything derives from the Quest” Delia replied. “But not all OSLs are tyrannical, Andy. What Nik said earlier was that if he had to make a choice between democracy and dictatorship in an uneducated country he’d probably opt for dictatorship, because at least a dictatorship may try to be an agent of change for improvements, while a committee made up of mature but follower-oriented minds might not. Populations which are conditioned to acquiesce are not prepared to lead themselves or to defend themselves. They’d probably be willing to try – but the odds are they wouldn’t be very successful at either.”

“Does that mean people tend to prefer freedom over order?” Bellander asked. “Which do you say is more important – freedom or order? Do the uneducated really want a democracy – or do they just imagine they do?”

“Freedom!” Nik said emphatically. Bellander gave him a quizzical look and Nik added “In a democratic environment”.

Bellander raised an eyebrow and said “If most of the world populations aren’t prepared to handle a democratic system because they have to stay focused on just staying alive – doesn’t that mean they’re conditioned to prefer some semblance of order even if it means giving up some of their personal freedom? They want predictability so they can get on with their lives. I’ve seen that attitude in countries all over the world. I’m saying that I kind of agree with you, but I think it’s not just that people are not ready for democracy – I’m not sure they all actually want it.

“And even if you raised their expectations and exposed them to education – how can you get the guys in power to give up their control without killing thousands of the people they want to control? How do you define my purpose? Are the people of the world condemned to keep on living lives of constant repression or do they have to keep having one revolution after another in order to gain freedom?”

Nik started to reply, but Delia raised her hand and took control of the conversation again. “You already have the answer, Andrew. You just haven’t had time to make the connections among your collections of ideas yet. Your counselor agency is a big part of the answer. And so is the IPS system. You’re correct that people will adapt to their situation and will tolerate repression – up to a point. And you’re correct that you have to raise their expectations, and then show them how they can achieve their goals and their dreams – but he’s correct that they’ll choose freedom over order if given a choice.

“And it’s not that democracy requires that somebody seize power and become the leader – in fact it’s the opposite – but democracy does require that the mass mind of the electorate learn to function like a leader’s mind functions. That’s what we have to show them – and that’s how people can cause a repressive system to change too.

“Now unity of agreement in today’s world usually means unity of emotional reaction, not unity of logical conclusions, and that’s OK – although we’d like to minimize that, because it isn’t the best way to make one valid decision after another.”

“Emotion is toxic to logic, and vice versa?” Bellander asked with a grin. “So you’re saying that in the long run, if we can teach people to apply the logic they use in their personal lives toward their thinking about government – all good things will follow?”

Delia smiled and nodded, then continued. “In the long run, yes. At the moment, however, we’re planning to have you teach them how to think about their government – and then learn to apply that same type of thinking to their personal lives. It’s vice versa.

“To rationalize any activity you need to make measurements and evaluations of what you’ve achieved in order to provide perspective for future initiatives – and those measurements and evaluations need to be made after the surge of emotion has passed. Your CA will help create that perspective in government – and such measurements and evaluations will, in the end, lead to the downfall of just about any dictator.

“But first you must get the U.S. to adopt your plan. The thing about your concept that will intrigue the American taxpayers – as well as people around the world – will be your second report. That sort of information will tell everybody whether their governments are operating efficiently, and whether change is needed. And they will soon begin to see that you can’t make such measurements unless you have set cool, logical goals to measure by – and that’s when they will begin to appreciate your first report.

“You have been imagining how your system will apply to a democracy – and, judging from her reports, you have that pretty well in mind.” Delia smiled at her daughter, then continued. “As the efficacy and efficiency of the U.S. system improve, however, the OSL groups will want to copy it – at least copy the information-gathering function, out of jealousy if nothing else. You simply can’t provide sustainable leadership without basing your decisions on real facts. Their efforts to copy your system would probably be clumsy, of course – their first reporting agencies will probably be patterned more along the lines of a secret police system than the system you’re proposing.

“But even if they do keep their reports secret instead of making them public – the access to better data than they had before will cause at least an incremental improvement in the way they run their countries. And once such data is available, it would only be natural for a dictator to ask somebody – either his trusted lieutenants or the experts in his data gathering organization – to help him draw conclusions. That, of course, would be the start of a BICO function – and the beginning of making a distinction between rational and irrational decisions. It may not help the citizens much at first, but we’re talking long time frames, Andy.

“Now take those developments to the next logical step. Imagine that the OSLs then decide they want to become members of the world organization – the thing Phase Two will be trying to set up – the one which will be implementing an international version of your agency concept. Membership would give them access to the international counselor function, and that counsel’s advice would be enormously valuable compared to what the OSL’s toady colleagues are telling them. Access to a database is not the same as having access to quick, accurate counseling, you see.

“That would be especially valuable in economic decisions of course – which means money in their bank accounts – but it also means some juvenile dictators will develop into mature dictators. It’ll force them to grow up. Actually – I misrepresented that a little. What I meant was that being a member of the team would entitle them to preferential treatment.

“The OSLs would be required to prove to the international counsel that their Status Reports were reliable however – that’d obviously have to be one of the requirements for membership – and the only way to do that would be to allow the world organization to do its own investigations and validations of the OSL’s reports.”

She smiled conspiratorially and asked “Do you see what would happen to them once they have been inadvertently drawn into being members of the herd?”

Bellander smiled back and said “They would try to get around the investigations, and a lot of them would opt to not join if they couldn’t control what was going to be reported – but if it turned out to be more valuable to be an insider instead of an outsider, they’d have to come around. Foot dragging and tough talk couldn’t avoid it – and after two or three decades they’d begin to turn into open systems instead of closed systems. They’d submit to discipline if they thought it was fair and impartial, wouldn’t they?”

“Then there’d be lots of arguments over what was correct and what wasn’t – and I’d guess there’d be lots of leaked information too. The OSLs would try to prevent that, but in the end they’d have to comply or miss out on their membership – and after awhile that verified information would start getting back to their private citizens. And a dictator’s efforts at repressing the activists in his own country could then cost him either his membership in the world organization or a revolution by his own people – or disciplinary action by the world agency. And losing that membership would mean he couldn’t tap the world counselor agency staff for the kinds of Research Reports he’d probably have come to depend on. Guys like that have big egos, so they’d assume they didn’t need the counseling function – but the loss of benefits would be a motivating ND, wouldn’t it?”

“I think I’m really beginning to appreciate the bigger picture. It might take endless patience and negotiations – but it wouldn’t be too many years before the only way for OSLs to try to maintain their power would simply be to join the club and act like actual leaders. The ones who didn’t would be facing economic sanctions of their own making, or worse – but the smart ones could use all that to promote their own reputations. You might still end up with some guy who declared himself president for life in his country – but his conduct would no longer be immune to discipline. Good stuff!”

“You were quick to see it, Andy“ Nik said. “That’s what a well designed system should do though – no matter how tenuous it may sound in conversation. It’s tough trying to sort those things out. It’s sort of like golf, where the answer for what you need to do is usually the opposite of what your intuition tells you you should do. That’s why we love that damned game so much. Once you analyze it, you’re playing against your ability to control your own mind – but you’re being judged by the results of your actions. Golf is one of the ultimate combinations of cognition and responsion – and music is another. You’ve got to think and plan, because strategy is so important – but you can’t think as you play. That’s where intuition and emotion come in.”

He shook his head and grinned, and his wife looked at him quizzically.

“On the other hand” he said, barely pausing for breath, “it’s better if the system itself – not some revolutionary army – causes changes. That’s to say that even dictators can learn, and that can raise a person’s self evaluation – move them up to a higher Q score and help reduce their tendency to make bad decisions because of Quest frustrations. Golf can do

that for you too – if you’ll try to learn what it’s trying to teach you. Maybe the first thing we should do is teach all dictators to play golf.

“Our point is that ND from an international government won’t change an OSL’s beliefs. The threat of a death sentence as a result of their actions, for example, might not have as much impact on their imagination as the possibility of obtaining an impindor proof would have. It might make them willing to be a martyr, but it’d be more appealing to think people were going to remember them as a wise savior. Successful achievements – any successful achievements – are strong impindor proofs.

“Look at the Quest drives of Nazi Germany, for example – where otherwise honorable people simply closed their eyes to the means being used to achieve the impindor proofs they were promised. That’s why Delia mentioned that it’s necessary to include opportunities to feel successful in her educational activities – and that’s why we’re going to be working like billy hell in Phase Two to help put together an international government that’s focused on positive reinforcement instead of threats of punishment.”

“So” Bellander observed, “you’re willing to give OSLs enough rope so you can see what kinds of knowledge bases and decision making skills they can develop.”

“Approximately” Nik replied. “But let me go on. At some point on the Q scale, a point Delia and Frank arbitrarily set at about 25, people have acquired enough Quest proofs – whether logical or illogical – to begin to adopt ethics and morals. But that doesn’t mean that their ethics and morals – their rules-to-live-by – will be the same as yours and mine. And if somebody rushes to take over the leadership when a power vacuum develops, I’ve got the bet that he’s responding to his Quest drive rather than that he’s qualified to lead and is trying to do good for all mankind. And I’ll win that bet more often than not.

“But that also means I’d have to keep spending some of my time checking him out – and since I’d prefer not to spend my time that way, I’d prefer to institutionalize that evaluation function by having the government provide me with reports. What I’m saying is that we can let those kinds of people get into office – take advantage of their natural drives – but we have to keep checking them out. There have to be constraints. And at the same time you try to provide a system that helps develop and encourage their positive tendencies, not their negative ones. Nobody is all bad. Except for about 15%, as Frank tells it.

“But the wanna-be leaders are a minority, and the odds against all the people in any nation being qualified to think like leaders are astronomical. So, to take it a step further, if you impose a democratic government on an uneducated populace, all you’re guaranteed is that you’ll create a multitude of power vacuums in addition to a multitude of action vacuums.

“And the point I was really leading up to, Andy, is that you need to try to fill the power vacuums before you try to fill the action vacuums – develop initiatives first and tactical action plans second – and do both with group approval, not volunteer leaders. Between

us we'll end up bringing power to the people – but we'll have to sneak up on the OSLs and infect them with the need-for-information disease first, in order to make that happen.”

“He talks real good for a band leader, don't you think, Andy?” Delia said with a loving laugh. She and Bellander exchanged warm glances, and Nik grinned exuberantly.

“The problem, Andy” she continued, “is that Quest drives are always subjugated to the needs of daily life, like making a living or acquiring food – and those frustrations can get piled on top of the person's basic Quest frustrations if their personality remains insecure. That's where criminal conduct and spousal abuse and things like that come from. When you pile a set of visible frustrations on top of a set of hidden frustrations you have a very high potential for an explosion of illogical actions. And nations are the same as people – and war or other types of strife are often the result.

“So, as Nik said earlier, you need to be concerned about power vacuums first, then action vacuums second – and in choosing people to fill either of those vacuums, you're better off if you know approximately the Q score that's at the root of their motivational drives. Volunteers can be either a blessing or a curse – and the long term goal of your project is to make blessings of all of them.”

“Yes” Nik continued, “but if you have a whole population with low Q scores which is also facing, for example, economic frustrations – all your attempts to educate them about the values of democracy simply won't sink in. That's a PDX vacuum – and there's just about no way you can get them to think logically. At that point you have to accept a strong leader, presumably a dictator – preferably a mature dictator – to control their emotions, tell them what to think and do, and maybe even enforce ND to make them do it. That's only a temporary best solution, of course, because it's better to show them how to catch fish, et cetera – but it's a situation where you have to treat the symptom, not the cause. Both PDX and power vacuums are where guys like Hitler or Lenin can take over.

“By the way, you understand that ‘RLB’ means ‘rules to live by’, don't you, Andy?”

Bellander nodded.

Nik smiled and continued. “We're really big on acronyms. That one's a catchall that includes ethics, morals, traditions, customs – that sort of thing. RLBs can easily be changed – by expediency, by perspective, by a chance to gain more appealing impindor proofs, by an opportunity to get relief from frustration, et cetera. It's not easy to live by the RLBs you pretend to believe in, because most of what we pretend to believe consists of things other people have told us, not things which satisfy our Quests.

“Did you hear about the guy who obeyed every rule he ever heard of, and his life was hell? Then he died and went to heaven, and there was nobody there but God and George Washington, so he says ‘Where is everybody?’. And God says ‘They all broke a rule somewhere along the line, so they all went to hell’. ‘I can't believe it’ the guy says, so

God opens a window and says ‘See for yourself’, and the guy looks, and as far as he can see there are orgies and people taking dope and people boozing it up and great banquets and lots of fun and games – and right below them, on top of a hill, a big band is playing up a storm and there are millions of people dancing like mad. The guy turns to God and says ‘That’s hell? Why don’t you have something like that up here?’ – and God becomes very indignant, rises up to his full height and thunders ‘Do you think I’m crazy? Hire a big band for just the three of us? And George can’t dance!’”

Nik slapped his leg and roared with laughter. Janet dissolved into a mass of giggles and Larrey’s face broke into a big smile. Nik gave a long, satisfied glance at Bellander’s grin and, with a wave of his hand, continued.

“You can’t count on religion as a source of power, Andy. We endorse religion on a personal basis, but we’re dubious about organized religion because it’s 100% hi-frax plus it tends to be dictatorial. We’re trying to get people to think for themselves, and the stock in trade of religious leaders is to tell other people what to think – so if we’re successful, every religious leader’s power base may fly out the window. I’m not making a prediction, mind you – but that can happen if the preacher is too dogmatic. And it has happened.

“Belonging to an organized religion is more often an impindor proof than a statement of what you actually believe. Affiliation provides a sense of identity – but so can belonging to a gang of criminals or to some group with a screwed up philosophy. That’s another kind of PDX vacuum, you see – sort of a bunker mentality for people who are unsure of themselves. And God help you when an insecure person joins a political cause of any sort, because that guy may represent the soul of his nation – but you can’t always trust the quality of his emotional thinking.

“Immunity to negative discipline is the ultimate importance indicator, you see. Positive discipline doesn’t give your Quest the same adrenaline rush that ITND does.

“The conduct of supposed followers of a religion is as apt to be the opposite of what they claim to believe as it is to support what they claim. There’s too much killing and intolerance, supposedly for the glory of God, and too much unethical or immoral conduct by the holier-than-thou crowds for anybody to trust organized religions as an RLB source.

“I realize that makes me sound heretical, but faith alone won’t totally satisfy the Quest and in the end it is actually our Quests – not our protests or our pretenses – which control our actions. That’s why the separation of church and state has so much value – it protects each against the other. Professing belief in a religion is too often just a phoney baloney way to gain immunity to temporal discipline by claiming you answer to a higher power.”

“OK, so you don’t trust anybody who’s low on the QP scale” Bellander said. “Are the captains of industry high or low on that scale? And when those guys go into politics is it because they have immature egos or because they have mature egos? Who do you think should go into politics in the first place?”

“It can include those guys” Nik replied. “They tend to be self centered, so you have to keep checking them out too – and they do tend to know how to make decisions based on facts, and that’s good. But we’re not making a judgment as to whether politicians are intrinsically good or bad, Andy – we’re just trying to decide what’s driving them and how that’ll affect their decision making. The lower their Q score, the less apt they are to have the patience to follow the initiative planning sequence. Their thought processes tend to flipflap around like butterflies.

“I guess you could say they’d be good or bad depending on whether or not their personal objectives coincided with the national objectives – but then you’d have to judge whether the national objectives were right or wrong before you could make a judgment about an individual. For example, just because an entire nation wants to go to war over an imagined slight to their national pride doesn’t mean it’s right to lead the charge. And conversely, being insecure doesn’t mean you can’t still have noble motives.

“As Frank says – Quest insecurity may be what causes people to become psychologists or preachers. What you have to be wary about is when a PDX vacuum occurs and the wrong sort of person is in a position to gain power – especially political power. We want your system to sort of put the brakes on that guy to see to it he doesn’t do too much damage because of his belief system. He’s valuable if the political system handles him right – he’s dangerous if the system doesn’t control him at all. He might be a damned good legislator but a damned bad dictator. Do you see?”

Bellander nodded noncommittally.

“Using power wisely is strictly a function of wisdom, not of age or intelligence. Actions speak louder than words, and what we’re looking for are ways to minimize fool/factor actions – prevent them by looking for root causes – and prevent them by creating systems in which every type of person has a chance to try to make a positive contribution.

“A low Q score doesn’t mean you lack intelligence, and a high score doesn’t mean the opposite, you understand. It’s just that if the real reason you’re doing what you’re doing is because you’re Quest-driven, it’s just as apt to be anti-social as it is to be pro-social. Monks enter monasteries because they’re Quest driven. And politicians – as a whole – tend to choose solutions that are suggested by Quest-oriented frustrations rather than by logical IIDs of the basic problems.

“Do you see what I mean? They’re reactors. We would prefer to see leaders driven by logic rather than by unsatisfied Quest needs – but the psychodynamics of motivation very often work the opposite of what we’d prefer.”

“Are you also saying that the world might make fewer advances if everybody achieved a higher level of maturity?” Bellander asked with a smile and a glance at Talia, who tried to hide a quick smile of her own.

Nik opened his mouth to reply, closed it, and then looked at Delia as he said “Help me woman”. Delia just smiled at him so he took a deep breath and continued.

“Yes, I guess that’s right” he replied. “Isn’t that crazy? It’s because right now the Quest drive is the primary cause of people trying to take the initiative – and it’s trying to satisfy a frustration it can’t even identify. You’ve got to be forever asking ‘why?’ when you see somebody doing something. Or who’s in charge?”

“We only ask that people think logically before they act – and that might only take one or two percent more of their time. Acting emotionally can produce logical results the same as acting cognitively – so on the surface it might seem we’re only trying to achieve a very small incremental gain. The kicker is that learning to use more cognition will condition the intuition to use logic more often too – so a small improvement in the use of cognition improves intuitive ability and ends up causing more logical responsive actions too.”

“That’s almost right, Dad” Talia said. “What you meant was that the more we try to consciously use logic and think things through, the more clearly defined concepts we store in our intellectual database – so as a result the more valid our intuitive decisions are apt to be as well. Our brains use the same vocabulary whether we’re thinking cognitively or intuitively, Andy. That’s how intellection gains superiority over emotion in time economics. Definition is everything.”

Nik nodded and said “Shush, girl. What I’m saying is good enough for government work,” as he gave Bellander a conspiratorial smile. “Besides, where were you when I asked for help a moment ago?” Talia giggled.

“Andy” Larrey interjected, “let me describe the IPS Website Malcolm and I are working on. It won’t be up to your new governmental system to accomplish everything Nik’s talking about. Our goal is to try to increase the population’s use of the IPS method from perhaps two or three percent of the time to perhaps five percent of the time. That may be optimistic, and it may be more improvement than Nik mentioned – but it could eventually lead to an entire population capable of running a democracy. It could spread through mimicry, or it could spread by osmosis, but we’ll rely on the heuristic technique.

“The point is that while our objective is to try for a five percent improvement – our real goal will be to make them better equipped to handle the power you’ll be offering them, and that learning example will in turn make them better at running their own lives.

“The Website home page will just show an outline of IPS – in fact the same format Malcolm uses to explain his system to a new hire here at LVU.

“We’ll present IPS as a sort of game challenge. We’re planning to call it The Government Game – which we think is pretty easy to remember, once you get used to it.” He smiled

briefly at Delia, then continued. “The Website’ll give a full description of what goes into each step of the initiative planning sequence, and we’ll call those the rules of the game.

“Then we’ll include a series of forums, each of which will list a purpose and some obvious objectives under each purpose, with just a heading for each of the rest of the IPS elements. That’ll all be in outline form – and you’ll be able to make a duplicate so you’ll have your own copy of the outline to play with. We’re calling those forums ‘workup sections’.

“Then we’ll have two of our teams – one pretending to be liberal and the other pretending to be conservative – do separate bare-bones workups to suggest what the problem IIDs, strategies, tactics, tactical evaluations, implementation and maintenance plans might be for each objective. Both filled-out outlines – workups – will be in the same forum, but kept separated. Each will be the equivalent of a Flash Report in our system here at LVU.

“As I said, a workup will represent a skeleton outline in the IPS format, and each of the sub-headings for the IPS steps will be what we call a thought bin into which people can drop their own suggestions. The game will be to add to the entries or to challenge what’s been entered – but with the caveat that original entries in the workup sections can’t be modified. You can add to them – but you can’t change the originals.

“There’ll be a separate discussion area for each purpose, of course. Oh, and there’ll be a list of requirements attached to the strategies list. Has Malcolm explained requirements?”

Bellander nodded and Larrey continued.

“We’ll challenge participants to come up with better entries – and even better objectives. They can develop their own outlines or add their ideas to the thought bins – or leave the workup sections and go to the discussion sections. And if they develop something in a discussion section, they can transfer it back to a thought bin in the workup section.

“The workup section is where the real learning will occur though. It will identify each purpose and its objective or objectives with a relator code, and the software will add an identifier for each of the sub-topic thought bins under each objective. The participants can select the appropriate thought bin where they want to add an opinion. And when the participant adds the opinion they want to express, the program will automatically add an identifier for that contributor. We’ll give them a choice of being identified by name, by arbitrary number, by alias or by E-mail address.

“Frankly, we expect our demo section to get trashed pretty quickly as malcontents refuse to take it seriously and pack it with the kind of junk that passes for juvenile humor.

“But the idea is that you can edit or change your opinion or clean up your grammar while you’re in the discussion area, but once you enter it in the workup section it’s frozen forever. And, as I said, participants can add their names to the iteration code if they’re willing to sign their names for attribution. Actually, the key is that they can download

either the basic IPS instructions or the examples and play with them as much as they want – in effect, create their own private discussion area – without all the interference from the input of the other players. That’s where the real learning will occur.

“People can post their own personally-created outline on their own computer, or post it on a Website of their own. And once they build their own workup section they can also lock it so others can only add to it, not change it. In other words, if they’re proud of their work they can do approximately what we’d done with our original Website.

“What’s important, Andy, that all the comments relating to each topic can all be grouped into the appropriate thought bins – where everybody is talking about the same topic. Now you might think that those forums might end up with a million or ten million sets of additions for each topic, but that isn’t really apt to happen. There really aren’t that many intelligent options available on any one topic, even though there might be a million or ten million sets of opinions on it floating around out there – and anyway, the place to argue about semantics will be in the discussion areas.

“What’ll most likely happen is that lots of people will start their own workup sections – offline – so they can take their time thinking about it without tying up their phone line. And once they have the format on their own screen you can be certain they’ll be tempted to use it to plan an IPS version of something that has interest to them personally – and bingo, they’ll begin self-training themselves in IPS – and that’s our whole purpose.

“They’ll also assemble the thoughts they think are the ‘right’ thoughts for a given purpose in our challenge game – and come back to our Website and put them on permanent display. We’ll build an index for them and sort of act as a portal to help them inspect and add to each others’ work.

“Monthly – assuming our workup section hasn’t been filled with trash – we’ll ask the participants to vote on what they think is the best combination of opinions, as identified by the iteration codes the program has assigned. That’ll lead to a gigantic muddle of votes, as you can well imagine, but it should allow us to show most of the more popular combinations, and the percentages of votes each attracted. And those combinations will then be transferred into an archive section on a different Website, available for permanent reference. So all of that month’s thought bin stuff will be saved or deleted – based on the BICO voting.

“It may sound complicated, but it really isn’t as bad as it sounds.

“We’re tentatively calling such archived items Government Games IPSPacks – which may not be the best name we can find, and the one I think Delia was objecting to. And once one of our projects goes into the archive, it’ll be locked in place – flaws included. There’ll be hundreds or even thousands of such packages within a few years, of course, and bad ones will serve as bad examples the same as good ones will serve as good examples. There may be dozens of versions of IPSPacks for a single challenge, you see, and some

will be better than others – mostly because differences in the time frames assigned to the objectives will dictate a variety of strategies and tactics. Time frames are a common source of contention, you know – all up and down the continuum of opinions.”

He stopped and glanced at Bellander, who said “That sounds fascinating, Larrey, and very comprehensive. I don’t know that much about Websites so I don’t really have a feel for how much participation you’ll get, but it might be really appealing to the sort of people who enjoy mental challenges. And I really like the self-training aspect – but I wonder if you’ll get many people to spend that much time playing your game.”

“A large number” Larrey replied. “You can take my word for it. And you’re right – it will require a time investment. But those archives could well turn out to be a valuable resource to government people interested in TAPs for those same topics. At the very least the archives might help them avoid making mistakes the original participants have made. I’m glad to see you’re sensitive to the TE factors though. That’s very good.

“The purpose of these exercises, TE notwithstanding, is self-training. Pure and simple. We don’t have any delusions that these lessons in IPS/BICO will save the world. They’re just a way for people to get their feet wet in the give and take of following the IPS format to plan something. The Website gives the rules on how to do it, and our server lets them download the software to do it themselves – and the whole thing will be designed to create a sense of participation. Those are the key factors.

“Much of that software can simply be adapted from the programs we use internally, Andy, but it’s taking my gang longer to finish writing the program than we expected. As I said, we’re trying to make sure that the designator and iteration coding will accommodate tens of millions of sub-entries if need be – while we only need to accommodate a few hundred here at LVU. We admit it’s ambitious, but we think we can carry it off. It’s one of the Phase Two projects. And reasonably priced computers that can play the game have been available to the public for quite a while. The game should at least appeal to the politically oriented crowd – and that’s a good place for the training to start anyway.

“It’ll show the value of starting with purposes and objectives instead of problems – but we want to set it up so people can also see that they can begin at any step in the sequence and build plans either forward or backward. It won’t take long before people will find that most arguments in the discussion sections can be settled more quickly by referring to the objectives rather than to the problem IIDs – and that’s a big step forward right there. And it’s kind of amusing to watch some hotshot come up with a solution immediately and then – once he’s filled in the rest of the sequence – discover he’s solved some unrelated problem or achieved some unrelated objective.

“Our Web demos will become cluttered up pretty quickly – which is why we’ll have to have periodic votes and clear the decks so we can start discussions on new topics. We may even have to do that every two weeks instead of once a month. People aren’t used to working against deadlines in forums, so that’ll help keep their attention focused on the

elements which have aroused their interest. Our goal of course is to make the process self-sustaining so we can eventually eliminate having any of our people act as moderators.

“We expect to attract a few hundred participants at first, then a few thousand, then a few hundred thousand, et cetera. We think we can keep it relatively under control and coherent, and if we do we could end up providing a heuristic learning experience for tens of millions of very influential minds – because the Internet operates worldwide.

“Once a few dozen IPSPacks have been archived, other participants will become motivated to see their own contributions included in the next packages. After a few years that archival section is going to begin filling up with some great actionable concepts, worked out in relatively valid detail. It’s exciting! Without realizing it at first they’ll all be sharing the same purposes, by default, and we’ll be demonstrating the innate logic of the human mind to all the world.

“After that would come the hard part, of course – finding the political money to pay for those plans – but we’ll leave that to the politicians who are in office at that time.”

Bellander was a little surprised at Larrey’s enthusiasm, and his admiration for the scope of the man’s abilities grew even stronger.

“You should stay aware, Andy” Delia said, “that their Internet programs could very possibly be in competition with the annual lists of purposes and objectives you’re going to have your counselor agency publish. That’s a given. Right?”

Bellander nodded and replied “I guess that’d be bound to happen, wouldn’t it?”.

“Don’t let that knowledge affect your own thinking though” she continued. “Proceed as if you didn’t know what the future might hold. It’s a whole new paradigm, and the politicians will have to keep making certain they’re pursuing the objectives the voters – not just the Internet crowd – have in mind.

“And we expect the news media may pick up on all that like sharks sensing blood in the water. They love to stir up fights, because confrontation and conflict will help build audiences. Do you see how this can play out?”

Bellander nodded and gave her a big satisfied grin. There were smiles all around.

“Talia has a lot of things going forward for Phase Two too, Andy” Delia continued. “Not all of them have a direct connection to your project, but you can see we’re planning to back you up. We’re trying not to be naive, although we do admit to being idealistic. The fact is though, all our follow-on planning won’t help you a dime’s worth in convincing the politicians that you’re trying to help them when you make that kickoff speech, because our work will come later. As a matter of fact you shouldn’t mention any of the Phase Two

projects at all, because that'd be overselling at that point in time – which could cause confusion and arouse suspicion. Keep the speech as clear and simple as possible.

“The politicians will make up their minds partly on their evaluation of you and the way you speak – and partly on the public's reaction to your speech – and that's why we're trying to help you get ready to pass that test. So once you've figured out what it actually is that we want you to present – assuming you agree with us – your part is actually pretty straightforward. Your project obviously requires a very special set of skills – but you've got those, and we know you'll be comfortable in doing your part. We're over that hurdle.

“We want you to know yourself first, then think about your project logically and then make your pitch emotionally – because your audience will be listening emotionally. People's overuse of their emotional strength has become a weakness – which is why you'll have to speak with emotion but try to use universally understood definitions. Yours will be the first of many, many examples in that area.”

She sighed and smiled before she continued. “People need to play, even though they've achieved maturity, and it can be just as much fun to play with your mind as with your body – get to know yourself both physically and metaphysically. But I want to take back something Nik agreed to a few moments ago, because the world will still continue to enjoy major advances if we can get people to act maturely. In fact, advances are apt to occur more quickly – but they just won't be as noticeable because they'll seem so normal.

“Most breakthroughs in science have come from imaginative but mature minds – and I'm not just saying that because Larrey is here. Steinmetz and Hawking were driven by intellectual curiosity, not by compensation for physical frustration or low Q scores.”

“So, to summarize what I think I've been hearing you say” Bellander said, “Lexus Valley's basic basic assignment for me is to help get people started toward using more cognitive logic – and to help them improve the government by learning to use the objective-setting and maintenance functions of IPS – which just happens to be an ideal teaching tool for the thinking habits you want them to discover. Re-arranging the way the government operates will be a very valuable way to provide working examples – but in the larger perspective it's just a Phase One tool. Governmental efficiency will improve enormously, but if we're successful the value to the individual citizens will be greater than just the improvement in their government. Is that correct?”

The smiles on all their faces gave him an instant answer. A new feeling of confidence swept through his mind, and he felt the last traces of suspicion disappear and become replaced by an a priori knowledge he hadn't recognized before. What had been sounding like a vast amount of speculative philosophizing was beginning to tie together.

He found himself gazing at the starry sky again. Then Delia's melodious voice brought him back to the moment, saying “So long as most of mankind continues to think responsibly we'll continue to depend on wars and conflicts to cause most of whatever

social improvements occur – and that’s such a waste of time and human lives! But it may take one or two centuries before our ideas really begin to make an impact, Andy. People will continue to try to resolve frustration through confrontation for a long time into the future, because responsional thinkers are conditioned to focus on trying to cause results quickly. That’s just the way life works right now – and the children ape the adults.

“But if we can get everybody into the habit of thinking just a little more logically, and if at the same time we can get them to set mutually agreeable goals – that will help shift the emphasis to positive discipline, and the world’s progress will be even greater and more fulfilling. It will happen incrementally, generation by generation, as the children begin to take it all for granted – but we must first help the adults learn to train the children.

“We will still have competition, of course, at all levels. That’s not negative. That’s not anti-democratic. And of course you can have conflicting objectives even when you have agreement on purposes. And if you look at the IPS format from a long range point of view it’s merely one way to satisfy positive impinders. The point is that winning or losing in one endeavor won’t keep the sun from rising again, so maturity simply requires that you learn to face the facts as you find them and keep trying – with a positive attitude.

“One artifact of responsional thinking however, is that once the pressure to avoid ND disappears, people will tend to focus on their own goals again instead of the goals of the group – as your earlier question pointed out, Andy. People see PD as a personal matter and ND as a social matter. Logic should cause them to adopt both group goals and personal goals in peacetime – but the frustration that responsion automatically causes tends to lead them to focus just on personal goals. We need to teach people to think more selfishly in order to cause them to act more unselfishly. Do our rationalizations seem to support that statement?”

Bellander nodded. “One of my most interesting childhood realizations was that the more selfish you make your own goals, the more you need to count on other people to think the same way about themselves. Then you realize you usually have to help each other or you will both fail. I decided the greatest good comes out of the most enlightened selfishness. So I decided you could say that selfishness is really the basis of civilization. Right?”

Nik nodded tolerantly and smiled. “Perhaps. Perhaps. But power is defined as having the ability to set goals and to enforce either positive or negative discipline. If someone has identified the ability to inflict ND as a source of Quest proof, you’ve got somebody whose basic drives make them contemptuous of others’ rights. That’s the most common definition of selfishness. That’s not appropriate for maturity or for leadership – in long time frames, at least.

“Power tends to grow roots when there’s an action vacuum. The value – the purpose, the reason-why – for taking an action, however, relates to its impact on time economics, Andy, because at one end of that TE continuum is satisfaction and at the other end is frustration. Those are the two factors most important to selfishness – but selfishness is

just an effect. Frustration usually depends on ND to try to provide a corrective catalyst, but peoples' efforts to get satisfaction in a hurry are also usually the source of most of their dissatisfactions. I guess you could call that unenlightened selfishness, because both of those factors show up on Frank's graphs as a Pareto ratio, not as bell curves.

"Everybody wants to have the power of an OSL, to some degree at least. That represents immunity to negative discipline – the most popular Quest proof there is – if they can pull it off. And lots of control freaks are convinced they're setting goals and enforcing ND as a way to improve or save other people. You know the attitude – 'I'm smarter than you and I know what's best for you. And if I tell you things that conflict with natural law, just take my word for it that I'm smarter than God and she should change her ways too'. That's the way conventional selfishness usually plays out."

"Dad!" Talia said with a mock grimace. "She's above that kind of comparison."

Nik grinned mischievously and continued. "But if enforcing ND is their main source of impindor proof, they're simply satisfying their own Quest drive by imposing their will – and causing what Frank calls a reverberation effect, where people will try to teach them back by using ND in return. And that is neither a definition of leadership nor a description of a criminal mindset, Andy. It's just an example of short sightedness. Immaturity.

"It might be acted out by an overzealous preacher or a frustrated cop or a self-important politician or an immature parent or kids trying to sort out a pecking order. In every case they're acting emotionally and imagining they're thinking logically – and the cause is their Quest drive. And every case is just a responsional action vacuum, with a power vacuum as the doorway – or vice versa – which may or may not require an ND solution. Probably not, if they understood Frank's ND corollaries. That's where you have to look for the difference between personal drives and group drives.

"But in the larger picture, a control freak's mindset may just be nature's way of trying to cause the rest of the population to think for themselves – and if that's the case, there must be an easier way to do it. If the intended victims are not strong enough to stand up to somebody else's power alone, logic indicates they should band together with others to be able to offer to use some form of ND counterforce against the perpetrator. That creates a new set of statement-of-purpose rules-to-live-by – SOP RLBs – at least for that group. Selfish rules, by your definition, and social initiative by ours. But the group must still observe the four Cs of ND. The four Cs apply to both social and personal activities – both positive and negative – as Frank's charts show. You've seen his charts on that?"

Bellander nodded. "Self, self, fles, fles priorities for the individual chart and pos, pos, neg, neg for the social chart."

"Those are eye openers, aren't they?" Nik said with a big grin. He glanced at Talia as if for permission to keep talking, and she gave him a pensive smile.

“Incidentally” Nik continued, “I think the observation about overuse of a strength tending to become a weakness is a fifth corollary of ND – but I haven’t gotten Frank to add that to his list yet.” He grinned broadly and said “I claim it’s because he didn’t think of it – the ‘not invented here’ tic.

“In any event, you can expand the size of that peaceful group from community wide to city wide, to state wide, to nation wide and then to worldwide – and eventually the non-aggressive, mature part of the population will have the power to dictate to the power grabbers and the frustrated anarchists – if the mature group is motivated. And after two or three, or perhaps four, generations you’ll be down to just having to deal with the 15% that Frank says will occur in spite of what a positive culture is trying to teach. That’s the theory anyway.

“That’s where my wife’s emphasis on education comes in, because you want everybody to be committed to supporting logical positions, not to just being enthusiastic about supporting emotional N/W/Ds. They need to buy into it for the long haul, not just develop puppy love for the latest fad. They have to understand, and they have to be committed – and they have to learn to think for themselves to get to that point.

“And how do we get there? It’s like Chang always says – the way you eat a whale is one bite at a time.” He grinned broadly again, then went on.

“Now it’s obvious that the individual is paramount in importance to himself or herself – and since groups are made up of individuals it’s tough to get groups to agree on exercising their powers – because there’s always the risk of confrontation when you exercise power. The first and fourth Cs always apply. In peacetime the same as wartime. The problem, which is just as obvious, is that the members of the public don’t all commit to the same purposes and objectives when there’s no emergency to react to. Aye, and there’s the rub.

“That leaves more than an action vacuum – it leaves a power vacuum, created by the failure of individuals to think and act for themselves – selfishly, as you say. The protection of personal freedom requires them to form groups when they can see that mutual initiative is needed. And forming coalitions which can gain the power to enforce ND is the only way to control the power to make judgments and keep it in the hands of the general public. That’s how you keep ND under control, Andy – diffused power over focused power. But always remember that ND is best enforced by a third party – which means the group must also support a judicial system which controls their group’s power.

“Power must be used or it’ll wither – and that’s the corollary to the corollary about overusing it. But using it demands understanding the four Cs, and responsional thinking doesn’t always provide that kind of understanding – especially when the public becomes conditioned to taking for granted that their legal system will take care of enforcement for them. That just won’t work in a democracy, because the public has to tell the political system what laws it wants enforced. The law isn’t a law unto itself.

“I mean, a legal system is not dynamic in and of itself. It’s a reflection of the power dynamic and of who controls that dynamic – a governing system or the public as a whole. Are you going to control the machine or let the machine control you?”

“Dictatorships maintain their power by enforcing ND, but they can gain even more power if they use PD – as Hitler did on the German general public. He fed their Quest appetites, so they ignored their established laws and customs and followed voluntarily rather than out of fear or belief – even though they had reason to fear him too, because of what he was doing to others. Do you see what I mean?”

“I don’t believe I quite follow everything you said” Bellander replied. Nik was definitely rambling now, and Bellander was amused at the fact that his statements seemed to make good sense even though they were becoming more and more disconnected.

“Time economics doesn’t always involve discipline, but discipline always involves TE” Nik replied.

Delia interrupted with a concerned look on her face. “Andy, let me try to put some of those concepts into different words. I know it may sound like we’re forever talking code – but we’re just using terms whose definitions we’re all used to. And himself here is getting pretty vague in what he’s saying. Years ago he established the axiom that ‘communication can be no more accurate than the approximation of definition between the parties communicating’ – but we all seem to have forgotten his rule where you’re concerned. We’re thinking and speaking in jargon which has become second nature to us. I’m sorry. And I’m more than a little embarrassed.”

“I don’t mind” Bellander said, “and I’ll be happy to keep listening”.

Delia gave him a grateful smile and continued. “First of all, nations are like people, which means you need to know what its people are like if you want to deal with a nation – long term, that is. In the diplomatic corps you need to deal with the mindsets of the decision makers – but this isn’t a diplomatic mission. For this project you need to be concerned with what is controlling the mindset of the people. I realize you’re aware of such things – and perhaps we’re trying to go into more depth in that area than is necessary.

“But for example, in this country we have set the full legal age, at which you are entitled to enjoy the rights and responsibilities of adulthood, at 21. And parents are responsible for their childrens’ lack of ability to look after themselves until the kids are 21. But what if we made it 16? Or 10? At what age does parental power end? At what age can children be kicked into the street and be expected to think like adults? And should that be determined by custom or by law or by logic, and is it a variable which should be determined by individual measurement?”

“Depending on your mindset you’d probably respond with either the why question or the what question – meaning you’d ask why-do-it or what-results-would-it-cause. Your

point of view, of course, depends on whether you're past-oriented or future-oriented, which is to say problem-oriented or objective-oriented." She stopped and smiled and said "Yes, we have acronyms for those terms too", then frowned and continued.

"If you're past-oriented you'd probably make a list of all the negative examples which seemed to prove that people under 21 aren't capable of making valid decisions – and you might even assume that that was the absolute only answer on which to base the law.

"If you're future-oriented you'd realize that while living in the streets can teach children to be confrontational and aggressive in negative ways – the fact is the street kids are apt to be as well schooled in things which are important to them as a more formal education is to kids who have grown up playing electronic games and following fads and being trained in the so-called nice RLBs. In other words every kid, regardless of their environment, is going to learn a lot of something and that'll affect their mindset. Formal schooling is supposed to prepare children for the future – but it's obvious that many kids coming out of school today are little better educated in that regard than kids who got their educations in the streets. So is that a legal matter or a social matter?

"That makes setting the age of majority a matter of what – not why – and you might very well try to come up with an answer by saying 'adulthood' should be determined by each kid's ability to get along in the adult world. That means the people in many of the lesser developed countries might feel that 16-year-olds were absolutely competent to vote. It does not, however, mean they're qualified to help manage a democracy – or to compete for or manage power – or to interact maturely with their peers.

"That's all a matter of learning and of perspective – and it doesn't address the problem of what to do about all the billions of adults who still get along by reacting to what happens to them in the present. They're simply not future-oriented.

"And the same is true of nations. You use the present as a baseline when you start planning the future, and you have to ask 'what is their level of understanding?' before you start trying to place government in their hands. If you're thinking responsibly you don't want to set them up to fail at the same time you're pretending to help them.

"Now Pareto observed that, in economics, a few people usually tend to accumulate most of the wealth – and in nature we see that the few usually tend to accumulate most of the power. Ergo, it seems that the few who are strong are destined to rule the many who are weak. But if mankind wants to institutionalize the concepts of freedom and equality – we must ask who should really be in charge? So it isn't a matter of age or strength or cunning – it's a matter of what you called enlightened selfishness. Right?

"That analysis makes it clear that democracy, as a mechanism for controlling either power or economic destiny, is not a natural structure. It is something man has created by using the gift of intelligence – and because it is manmade it therefore requires that mankind must provide the maintenance dynamic. So we have to substitute education and self

motivation and moral law for natural law as that dynamic – while remembering that natural laws are always in force.

“And what we have been dancing around in our discussions have been insights on the techniques required by the delivery system for that dynamic, Andy.

“So questions concerning the control of the power in a democracy include who knows how much; how well do they use their knowledge; at what age is an individual able to accept the responsibilities of adulthood, and how well do they understand the differences between the powers of positive and negative discipline?

“People know that other people don’t always act according to what they really believe or what they actually know. You could call that the natural law of the Quest. That’s why you diplomats often have to suffer through those long, exasperating beat-around-the-bush conversations before you can get another diplomat to say something substantial – because people are, subconsciously at least, always relating to the present instead of to the future.

“So all the world-wide differences in cultural mindsets still tie back to the Quest drives of the individuals, regardless of the pressures of conformity that are trying to shape them. Frank is even doing some research which suggests that the more attention a baby receives from its mother – and its father – in the first year or two, and especially in the first few months, the better that baby will be able to adapt to stress as an adult and, by inference, how well and how soon that child will understand the four Cs and be mature enough to be allowed to participate in controlling power.

“If that proves out, Andy, it would mean that nurture is the factor which most affects Q scores – and that the influence of society, while important, would be a somewhat weaker force than we usually suppose it to be. In other words, we could improve the maturity of the whole world – within a generation or two – just by improving the quality of the parenting. Then Phase Two wouldn’t have to try to show all the teenagers in the world how to evaluate their own egotism patterns or how to re-evaluate all the laws their ancestors had created – we could just concentrate on showing them how to optimize their innate skills in logical thinking. The parenting would be done.

“For the moment, though, we’ll have to continue to accept the facts as we find them and try to stimulate and help motivate people and groups according to their present mindsets. Which means that we’ll still need to consider a whole nation’s mindset as well the mindsets of that nation’s leaders if we want them to think about the future.

“How a leader conducts himself should lead to his being replaced if he violates the law – or once the public realizes his inadequacies are creating power vacuums or action vacuums. A power vacuum is strategic, one step up the IPS ladder above an action vacuum, which is tactical. And awareness of such knowledge will have to have an extremely strong influence on the choices of future leaders.”

“Which brings me back to what I said about Hitler” Nik interjected. “And which brings us to the matter of who gets to decide who and what is right and wrong.

“Just because you have the power to enforce ND doesn’t mean the other person’s drives are wrong. And that applies to a leader or to an entire nation. Best informed composite opinion is the best way of evaluating right or wrong within a single situation – but that’s almost always a subjective evaluation, not an objective evaluation.

“That’s where Larrey’s IPSPack project is going to start – slowly – changing the world’s perspective on how to work out settlements over disagreements. They have to set goals and think linearly about how to reach them. This damned butterfly routine of reacting to everything around you just won’t get it!”

“You’re suggesting that the vote of each of the nations in that coalition will be equal to every other vote?” Bellander asked. “No Security Council of the strongest nations?”

“Yeah, I guess so” Nik answered. “I mean you might have a division like we have – a House and a Senate, or Great Britain has a House of Commons and a House of Lords. Separate but equal powers, but not quite the kind of setup they have in the United Nations. I sort of favor a unicameral setup, but you’d have to bow to the bigger powers – maybe weight the voting power according to population – so that’d be a problem too.

“But my point is that where one OSL or OSL group has absolute power, international law should be able to charge individual leaders with being wrong rather than blaming the whole nation. To hell with your diplomatic niceties! If a leader acts like a criminal – treat him like a criminal! But not necessarily his nation. International sanctions which punish innocent citizens violate common sense. But where a government is operating according to the consensus of its citizens, all the people should have to accept the responsibility for their nation’s actions.”

“So you’re saying that if a nation of 50 million people was judged guilty of violating the law – we might have to build a fence around them and put them all in jail?” Bellander asked as he and Talia shared a smile with Delia.

“Well, if that’s what it’d take, that’s what it’d take” Nik replied. “But I guess that’s a pretty dumb answer, isn’t it? What I was trying to say is that countries run according to religion or customs or traditions may become very unhappy with what other nations propose as international law. As I said, it’ll take awhile to reach agreements on who and what is right and wrong. But they’ve gotta agree on purposes and objectives first.

“It may take at least a century or two to sort out things like that – reach a fairly general consensus on a worldwide basis – but as long as we can prevent participants from going to war to sort it out, what you described as enlightened selfishness will be the best tool for reaching mutual agreements. You’re right on that. But we must keep people talking. We simply must get them to share reasons-why with each other.”

“Where would the so-called solution of mutually assured destruction fit in?” Bellander asked, and Nik frowned, then answered.

“M.A.D. might satisfy the fourth C, but it’s a fool/factor solution. The real problem is that unless something, or some sort of system, keeps the good guys eternally vigilant, pockets of PDX frustration will keep popping up like infections in a wound. And if the good guys aren’t cooperating in trying to achieve unified objectives they’ll be vulnerable to whatever negative leadership PDX happens to develop somewhere. A doctor won’t let that happen because his training and his system will make him make preemptive strikes to try to prevent potential infections – and a world governmental system that doesn’t generate that kind of vigilant hygiene is bound to fail. Some day. And probably sooner than later.

“Especially if the public is really supposed to control the power.

“In the new world, if some leader tries to make a fourth C preemptive strike without BICO consensus to back them up – they’ll have to expect a fourth C counter strike against them simply because they’re not operating as a positive part of the body politic. They’ll be seen – and in fact will be – equivalent to a life-threatening infection. Which means that all the people responsible for maintaining the power of BICO – the world as a whole – will have to be thinking like doctors and using a system which makes them assume aggressive leadership responsibility, even if it’s just for the moment.

“And incidentally, the United States should be among the first to get our wrists slapped. We never seem to know what our international policies are – and that’s got to change – and it’s because we’re trying to do too much on our own. That’s hubris, not logic.

“So that’s what we want you to help start making the American public aware of. They pretty much have the right mindset already – but they need education to become aware of their true power. They need a system which makes them look at each decision as if each voter was a supreme commander. Plus they need motivation to support their convictions. Education and awareness and motivation and involvement – those are timeless goals. So the U.S. will have to tell its officials to stop trying to be the global sheriff. We need a global sheriff, but he should be employed by a coalition of nations – not just by the one wealthiest nation. Not a private police force.

“And information! Usable information! We get all these gobbledygook reports and analyses on the federal budget – and I defy anybody to make sense of them! That’s mostly make believe – and that sort of crap has gotta change!

“Our citizens have a certain amount of awareness and motivation already, but they don’t have is an efficient way for them to set national objectives and measure national results. Once they have that they’ll have a lot more control over what their elected officials do. And setting our international policy will derive from that domestic maturity, plus other countries will start copying our system – or creating variations on our system. About all

our people can do at the moment is show their past-oriented approval or disapproval of personalities-and-promises – which I call PAP.

“That’s a good name for our political system, don’t you think?” He stopped and allowed himself a satisfied smile, then continued

“When our founding fathers said they had given power to the people, they had barely started down the road to actually doing it, Andy. Our system is not set up to actually convey power to the people – plus the people are not conditioned to think for themselves. Our whole society lacks actual maturity. We can worry about the rest of the world later – but we must start here at home.

“So, to help clarify my original answer, education alone won’t convert a country from an OSL system to a democracy-by-ballot system that will work. Especially if their public’s decision-making is still emotionally-based. All the ballot system does is to create PAP – raise expectations and cause frustration when those expectations aren’t satisfied – and encourage the people to keep replacing their surrogate leaders at the ballot box.

“Which in turn leaves a temporary power vacuum at the leadership level – and action vacuums all over the place. Now I grant you that the guys they elect to fill that power vacuum will tend to have the support of the people so they’ll have a foothold to start with – but what we have to do is make the voters themselves more directly responsible, not just provide a little euphoria and sense of self importance to the surrogates. And until we can cause all that, people around the world’ll just have to put up with dictatorships. Expecting them to live on PAP is like expecting them to live on dope.

“And I don’t know why I’m giving you all these long winded explanations in the first place – because you said you agreed with me back at the start.”

Nik spoke the last sentence with an air of absolute conviction, but then seemed to be trying to decide what he wanted to say next. After a brief pause he glanced at Delia and said “My God, if it took us that long to try to answer his questions – and I thought I knew the answers – how can we possibly expect him to explain it to the Congress and the public? Don’t even try, Andy. Leave all that stuff out.”

Delia put her hand on his arm and said “We all know you’re longwinded, dear. Maybe he can condense some of it”, then she smiled at Bellander and said “but don’t bother”.

“OK, I’ll leave it out, but I’ll think about it” Bellander replied. “But now I’m confused again. Did he imply that Hitler was a relatively good dictator because he didn’t use ND on most of his own people – and that Stalin was a bad dictator because he killed millions of his own people just for the sake of power?”

Delia chuckled. “His mind was working faster than his mouth, Andy” she said, “Plus he’s had ’way too much wine. He was trying to say that motivation counts for everything

because that's what causes action, that Quest drives are seldom as beneficial as cognitive drives, that BICO tends to cause discussion and result in logical purposes and objectives – and that you'll accomplish more if you use sugar instead of vinegar.

“Hitler popped into his mind because we often use him as an example of a leader with a low Q score who turned his dangerous tendencies into reality by using PD on the larger coalition and demonstrated his power by using ND on smaller defenseless groups outside the general coalition. The reason that works is because people with low Q scores tend to see other people as units, not as human beings. And the effects are compounded because those larger populations are not conditioned to think logically.

”Stalin said ‘The death of one person is a tragedy, but the death of a million is a statistic’.”

They all nodded – but somewhat vaguely.

“Frank does put it a bit differently” Talia said. “He says people who are preoccupied with their Quest tend to lack compassion, and he uses himself as an example, claiming that the main reason people become psychologists is because they're secretly preoccupied with themselves. That gives them the ability to feel empathy with a patient, but not necessarily compassion toward the patient – and that in turn helps them treat their patients because they can see the larger picture dispassionately – see their patients as units, not as people.

“But that same mindset is what gives us the dictators, the stealth killers like the secret bombers and snipers, the drive-by shooters, et cetera. For the most part you can see what those people are doing – but you've also got to think about all the malicious types who pull their dirty little superiority tricks in secret, from the people who play dirty office politics to the guys who write viruses that destroy computer data and even whole systems. Society describes such people as anti-social – and perhaps that's correct – but it's more accurate to say they're really searching for proofs of self importance. They have found ways to gain adult powers to go along with the Q scores of mean little four year olds who are training to be OSLs.

“What's even more scary is the lack of maturity and perspective you can find on Internet bulletin boards, chat rooms and forums these days. There are tens of thousands of those boards and chat rooms on the Net – and you don't have to examine very many before you begin to wonder if anybody in this country is fit to choose the initiatives for the rest. By the way – we usually call the Internet the I-way around here.”

“As I'm sure you know, Andy” Larrey interjected, “there's a big difference between data and data that's been converted into information – and most of the opinions on the I-way are neither. They're just chaff and kneejerk opinions – or, as Nik calls it, mental farts. All those millions of participants who are sending out their opinions and pretending it's an information transfer process are really just sending out unprocessed vapor.”

He shared a smile with Nik, then continued. “There aren’t any systems to separate the wheat from the chaff and no disposal treatment plants to process the raw sewage into gray water. What people are calling the information highway has also become a gigantic waste storage site for fool/factor opinions. Not all of it, of course. But there’s no equivalent to the Star Night procedure to make them examine their thinking out there, so participants are just putting thoughts on the Internet in sort of an undisciplined catharsis. We’ll work on that in Phase Two too – but your implanting of the IPS habit will be our foundation.”

Talia smiled and said “Thank you, Larrey”, then continued. “The Internet seems to encourage people to hide their identity and say what’s on their minds – but it has the opposite effect of a Star Night ceremony. And most of what’s on their minds is appallingly simplistic and lacking in perspective. These are mostly people with average or above intelligence, but Quest driven, and all that most of them are interested in doing is finding fault and tearing down. There are a lot of situations, especially in politics, which need to be challenged – but such people keep trying to go about it the wrong way.

“It’s the ITND disease – the immunity to negative discipline thing. Anything – culture, politics, philosophy, race, religion, ethnic ancestry, wealth, opposing opinions – any teardown imaginable is being used. Anything is fair game to hit at. What they’re doing is sending up trial balloons, trying to discover potential action vacuums they can jump into as if they had real power. They don’t care if the action is illogical or illegal. All they care is whether or not it makes them feel important. But you can see the same thing in the actions of all kinds of people in everyday life too. That’s responsionalism – being totally preoccupied with pretending to show initiative in supporting their Quest drives.

“Wisdom is gained from the first C, not the fourth C.”

Nik added. “The world is simply full of low Q scores who can’t get out of the rut and grow up, Andy. And they may try to kill you if you try to explain that being reactive isn’t the same as being proactive. They take that as a threat to their impindor proof structure. We tend to call that a cultural flaw more than a flaw in the individuals, but facts are facts.”

“OK” Bellander said, “but is coalition really the cure against people like Hitler and Stalin and all the other low Q score nuts who seize power and become tyrants – and who disregard the first C? Can you really stop them with coalitions – especially since there are so many philosophies and religions that seem to not support the fourth C? Those are people are concerned about maintaining the status quo in the present or the afterlife, but they’re willing to trust their immediate futures to the whims of fortune.”

“Well, that is a problem – but the best thing to do is try to prevent power aberrations from happening in the first place” Nik replied, “which would require carefully structured worldwide positive discipline over a long time frame and strong fourth C ND in the shorter time frames. The thing that usually brings guys like that into power though is when the people get frustrated over something they think could be prevented or cured by forceful action – so those guys and their PAP will keep popping up as the years go by. No

government can prevent all frustrations. Economic downturns will keep happening, for example – and action vacuums and power vacuums keep inviting the control freaks in.

“But once those guy cause violations – the teaching effect absolutely must be achieved. So the rest of the world will have to understand the fourth C in the long run – plus have the courage of their convictions. Many philosophies and religions preach avoidance of confrontation, regardless of how logical the supporting argument – and that live-and-let-live attitude can lead to power vacuums. Therefore, if logic dictates that a motivational modification is required – one that requires preemptive action – that flaw in their perspective must be changed. Through ND, if necessary. It’s a big, big picture.”

Talia started to speak but Nik grinned, nodded toward her and said “Actually, I guess most of the big religions would be on the wrong side where ND was concerned, Andy. Negative discipline is their bread and butter. If you don’t agree with what they preach, they’ll excommunicate you or burn you at the stake or run a sword through you or order your assassination – whatever it takes to make certain their designated teaching effect is achieved. Killing for the glory of God – that’s an ultimate fourth C. And they already enjoy ITND – which is the ultimate impindor. That’s a mean combination, baby.

“But that doesn’t necessarily mean you’d have to ask the pacifists to endorse atomic bombs any more than you should demand they be conscripted into military service or forced to serve as law enforcement officers in high crime areas – but they will have to agree to allow others to do those jobs. Responsionalists keep hoping that a do-nothing approach will make the problems go away if they ignore them long enough – but freedom isn’t free, and faith and hope won’t stop guys like Hitler or Stalin. Freedom always has a price attached. Pacifists have to let somebody handle enforcement – plus, selfishly, they also have to make certain the enforcers are on their side of the arguments. They’re right to believe that PD is better than ND – but overuse of any strength can turn it into a weakness. And it can become a deadly weakness, at that.

“Tyrants are just individuals. If you can reason with them and show them a better way to act – show them a new set of impindors and get them to motivate themselves to change – that’s your best move. But there are two factors at work there. The first is motivation, and that’s a matter of adjustments in outlook. The second is getting them to think in terms of long term benefits, which requires getting their outlooks focused on the future instead of just the present. Otherwise, the status quo rules.

“You start with Commcon – salesmanship – and try to sell the OSLs on using the IPS process on an international scale. If that won’t work you have to band together with other nations and use BICO to threaten them and force them to change. But you can’t just bluff about it – that’s corollary 2 – you must make certain your coalition’s threat is clear and definite, and that the OSLs know you’re committed to carrying out your threat. Fanatics don’t discourage easily because they’re preoccupied with satisfying their personal impindors – and they’re wild gamblers because they believe they can do no wrong.”

“That means you’ve set yourself up as the sole source of authority” Bellander said.

“Not so” Nik replied. “At least that’s not what I meant to say anyway. I meant that the BICO majority usually rules – and that their best protection is to cut no slack for violators.

“You set up international purposes and objectives as the ground rules, and then you use salesmanship to help the OSLs discover new outlooks. If the international group ends up adopting a POV an OSL doesn’t agree with – that doesn’t necessarily mean that either side is right or wrong. It simply means that power is in the hands of the coalition, and that what the majority says is the law – is the law. If it’s unfair or unjust, and if the OSL can keep the world’s voters thinking about it, he may change their law. To use your idea, if you can get everybody to think totally selfishly you’ll have provided the greatest safety for the greatest number because the members of the group will be looking out for themselves by projecting how their decisions might come back to haunt them. They’ll fight for that.”

“You’re saying the world should adopt a hive mentality?” Bellander asked.

“Lord, no!” Nik exclaimed. “I’m saying that the individual is always paramount but that they can find safety in numbers. We can take lessons from the bees, but we don’t have to dedicate our lives to the hive. And that’s because we have the gift of intelligence – the gift of being able to make discretionary decisions instead of forever reacting. Humans are clearly expected to live as individuals. But we can also cooperate and amplify the power of our intelligence, which is what BICO – and love – are all about.

“But I’m saying that where enforcement of ND is concerned, dealing with OSLs must be the same as in dealing with criminals who are a threat to the community. If they have to, the coalition must hit the offender so hard that there’s no chance of him continuing to do what he’s been doing – whether that means doing bad stuff to him or threatening to do bad stuff to him. In other words, you gang up on him to make certain you will be totally effective and safe – and you enforce ND according to the fourth C – you make damned sure you accomplish the teaching effect if the learning effect doesn’t occur. That’s actually what laws are all about. And that’s why the initiatives concerning the creation of laws need to come from the citizens, not from OSLs who happen to have stepped into a power vacuum.”

“Keep in mind, Andy, that while creating and enforcing international law always requires BICO decisions among nations” Delia said in a firm voice, “best informed composite opinions will not necessarily always valid. They represent the power of the majority – not the power of omnipotent validity, because that majority may be responding to a belief or a philosophy based on emotion, not thought. And IPS cannot guarantee that valid decisions will always result either. That’s why no country can make itself the sole judge of what’s right and what’s not.

“If a nation makes that mistake – as the U.S. is tending to do, more and more often – they turn themselves into a target in a never-ending battle to see who’ll be king of the hill.

World government will have to be based on the best informed composite opinion of the majority of nations – according to aggregation, not just according to the power to inflict ND. The PDX is that responsionalists tend to wait until a problem has become large before they act – rather than by practicing disciplinary hygiene and stopping it when it's small. The purposes and objectives of IPS help provide a rationale for early action.

“That hygiene implies a learning mode – not a teaching mode or a policing mode. But that coalition of nations may have to enforce ND on some leaders – enforce the teaching mode – while at the same time enforcing PD on the citizens of an offending country. To do that requires wisdom as well as strength, and that wisdom may well come from the weaker members of the coalition – which is why Nik and I both would prefer a unicameral decision-making body.

“Remember that so-called NASA quiz where 15%-25% of the team turns out to be smarter than the average, but the group's composite score is also higher than the average of the individuals? If you get one strong nation that thinks it's smarter than the rest and that its strength gives it the right to force others to do as it commands – the only way to make certain it doesn't turn into a tyrant is to force it to agree to abide by BICO. There have never been – and will never be – any self-appointed saints.

“BICO can't guarantee that a leader will be in the top 15%-25% in judgmental ability, but it protects against allowing one person's strength to make them immune to ND. That's why we don't allow the police to make the laws.

“But you have to establish the initiative planning sequence as a foundation for all that – and you absolutely must provide accurate measurements of results. That's the basis for everything we're trying to say to you. As they say in the business world, plan your work and work your plan – and never take the expected results for granted.”

“Andy” Nik said, “you've got no idea how many times I've thought I'd made a sale – and was planning how I was going to spend the money – and the deal fell through. Or the times I've made a deal and it didn't work out the way I expected. You've just got to keep measuring the results of what you're doing until you've put the money in the bank.

“I remember how we all had such great hopes for the UN when it was created. Great hopes. But the UN has failed to do what we thought it would because its IPS and Op system dynamics are flawed. They may agree on political P/P/Os, but they seldom measure results. Without a discovery and evaluation process their actions just amount to political advocacy designed to cure symptoms. They try to operate with great sincerity, I grant you – but their system simply doesn't produce true leadership initiatives. They don't even have a good implementive Op system, let alone an IPS system, but we fault the lack of system competence, not the people trying to do the work.”

“I've met some dedicated dilettantes at the U.N.” Bellander replied, “so I can take your word for that statement.”

“Yes” Delia added, “we know what you’re saying.” She smiled briefly.

“But there’s something else I’ve been wanting to repeat, Andy. I think we’ve made it clear that the measurement of objective attainment your second report will show is probably the one thing the public will get excited about. That’s the hot button you want to push. And I think we’ve made it clear that the first report – the listings of suggested purposes and objectives – is necessary in order to help the voters begin to adapt to the IPS approach in their own thinking processes, and thereby influence that second report.

“You must make it absolutely clear that it’s very important for the voters to select the purposes – and even to set the objectives whenever that’s possible – and not just leave all those decisions to their elected representatives.

“But we don’t want the public to become so wrapped up in trying to set objectives that they become confused. That can be left to the members of Congress. It may take a while for the voters to realize that without specifically defined goals they can’t really judge results. They will understand it academically, but it’s a far cry from being able to pass a quiz on the subject to understanding how to apply their knowledge to their government.

“If you can just get the members of Congress to start publishing agendas based on surveying their constituents – and then specifying the objectives each piece of legislation is expected to attain when they pass legislation – the voters will begin to have more influence in deciding on purposes and objectives at the ballot box. And remember that our definition of an objective includes a time line. Once time lines are attached, politicians will begin to run for office by specifying what purposes and objectives they understand should have the highest priorities. And if they run on their party’s platform, their party will have to be more in tune with the public’s POVs than with the philosophies of the guys who collect the biggest campaign funds. There’s a world of difference in all that – as the political leaders will tell you.

“But, just as importantly, once elected the officials’ll have a system available – via the services of your counselor agency – to put reasonably trustworthy price tags and time lines on those objectives without having to do all the grunt work themselves. Then, by continuing to use surveys of public opinion, they’ll have clearer pictures of what their constituents actually want them to do next. And they’ll find times – to their utter amazement, I suppose – when the public will actually expect them to raise taxes in order to achieve some goal they had assumed was just a need, want or desire for the distant future. That’s when those politicians will become true public servants rather than just functionaries on the federal payroll.”

She smiled at him, and Bellander gave her a thoughtful smile in return.

“So there’s your project, Andy!” Nik said with great enthusiasm. “Now you have the perspective and the purpose. The objectives are to install IPS and to maximize BICO on

an on-going basis, not just a per-meeting basis, achieved via democracy by informed ballot. The problems – aside from the inadequate system itself – are responsional thinking, lack of information, lack of education, failure to measure results, failure to observe the four corollaries and immunity to ND. Right now we have a system that Solomon himself couldn't have worked with.

“Your strategies are to give IPS examples and to use PD to cause people to think logically and to educate them so they have a perspective on how to control their own destinies. And the biggest purpose of all, which I know you already realize, is to eventually create a world in which tyrants cannot flourish – and in which the individual is truly paramount.”

“Mom and Dad!” Talia exclaimed. “You’re both going ’way too far. We all agreed we were going to make him discover all this for himself, not just tell him what to think! This isn’t right! And Dad’s not completely correct either!”

“It’s my fault, Miss Talia” Inez said with a giggle. “When Mr. Nik makes his steaks he puts everybody to sleep. When I fix the Inez salad it wakes everybody up.”

“It was the wine” Nik declared. “I just got carried away.”

“Mark it down to impatience, Andy” Delia said. “He’s always so impatient to get things started and make things happen – and my automatic reflex is to support him. But once Talia told us you were beginning to get the idea of a counselor agency clear in your mind we knew you were close, so we haven’t violated the agreement by very much. I would like to add a few comments on the matter of education. though. I realize we’ve kept you out here on the lawn ’way past your normal bedtime, but bear with me just a bit more.

“I’m sure we’ve been making you think of grade schools and middle schools and high schools and trade schools and colleges and universities when we mention the need for education. We’ll probably need all of those – and that will be something we’ll have to address in Phase Two, not in your first phase.”

“I have been having a problem with that” Bellander replied. “I had an image of billions of people needing an upgrade to their thought processes, and I was wondering how the world could afford all those classrooms and teachers. And where we’d get the teachers. And who would train the teachers. And how the public could find the time for it.”

Delia laughed, and Bellander noted that in addition to being melodious her laugh also had a cadence to it, like music. It was a lovely sound.

“One of the primary teaching tools will be games” she said. “They’ll all have to help teach each other – and stimulate each other to learn. Larrey and Malcolm’s Internet game will be at the sophisticated end of the spectrum. When people can have a little fun and have a little competition at the same time, they’ll learn. In fact, they’ll teach themselves by trying to teach each other. That’s what the Government Game is intended to do. And winning

at games helps build self confidence, which stimulates initiative. But Mary and I are looking at ways to get schools to tap into that same GG Website and use it as an outline for class projects. We'll be trying to get the kids and the adults to teach each other.

"We're going to try to help the teachers train the next generation to be ready to get involved – long before they're old enough to vote. And hopefully they can give the kids assignments to take home and ask their parents to help with. As you know, the basic idea of the initiative planning sequence is extremely easy to understand, so the kids will be educating their parents simply by asking their father and mother to explain things to them.

"Frank's department is also at work developing games and putting them into books and on CDs. The first book will explain all the IPS and Op system theorizing in everyday language – language that will be clear to youngsters, gang members, cult followers, business people, everybody – even politicians.

"They've already developed 43 games – mostly variations on a general theme – and those actually tend to emphasize the Op system approach, not the IPS approach. While those games are not the ideal, they're quite acceptable for that purpose.

"In the classroom we'll try to have the teacher present a problem, then a group or an individual will have to work out the IID and the solution according to the rules in the book, and then a group or a teacher will act as a judge and render a decision on how logical their answer was. The activity'll get a score from one to ten, and they'll provide their own prizes. Giving an honest score will be a matter of honor of course – like golf." She smiled at Nik and continued. "Once they've completed an exercise we'll ask them to re-state the objective the problem was affecting – and that'll prepare them to move on to the IPS format a little later.

"Larrey isn't involved in that yet, but he and Malcolm are also looking for ways to publicize the successful contributors to their Internet activities. We'll try to do it for our game players too, but on a smaller scale – and in the meantime Frank's Op system games will complement Larrey and Malcolm's IPS games."

"There'll be a whole series of inexpensive books, Andy" Nik said. "Each book after the first one will go into slightly more detail in one specific area – expand the perspective connected to the concept. We have already lined up big printing companies around the world, and wherever we can we'll be printing on inexpensive plastic, not paper, so the books will last longer. Lexus Valley will make a flat ten cent markon on each book, but we'll be able to sell them for a very low price, everywhere. If you multiply ten cents times a billion books, you'll see that Phase Two will provide some of the funds to set up free training systems for teachers all around the world. Sometimes tutored by our FOVs, I might add. That assumes your project will get other countries to honor the copyrights on intellectual property of course. If you don't, we'll have to use charity."

Delia chuckled. “He’s always got his eye on the buck” she said. “Incidentally, Andy, instead of referring to all of our current educational institutions as schools, I suspect we should begin calling them by some other name – something like Intellection Improvement Centers – or some name more related to their statement of purpose. Simple changes like that are often enough to give the public a different perspective on a topic, and in this case it might very well make them more receptive to learning. The statement of purpose I use for this part of Phase Two is ‘To help the world learn to better enjoy the benefits of the Age of the Mental Artisan’.”

“I like that name” Bellander replied. “The Age of the Mental Artisan. That’s very good. And I like it better every time I hear it. Access to information lays the groundwork, but the value is in how you use it.”

“Thank you” Delia said as she continued. “To get people out of the rut most are in, you have to pay attention to them and you have to help them achieve successes – become confident about their competence, as we say. But they have to be guided in positive ways, because it’s just as easy to develop criminal competence for taking the initiative. If you leave it to the Quest force to develop their personalities they may go either way. They have to learn that they can accomplish more, in every way, by working together in a positive social environment. That’s where your ‘total selfishness’ concept enters the picture – but we simply must help develop their competence before we can measure their contributions. And the same will be true of their governments of course.

“Mary is working on one idea I like very much – the idea of publishing a directory of every graduating class in every school, and trying to get all of them to know each other better while they’re in class – then stay in touch with each other after they graduate. It’s patterned on the extended family idea – getting them to look out for each other and help each other through the bumps and frustrations they’ll all face as they leave school, grow up and mature.”

“But at the same time we’re training those citizens, the international coalition’ll have to help make them immune to negative discipline from their own governments – so they can make themselves heard when they do learn to think for themselves” Larrey said. “It’ll have to make certain their governments are responsive to them, not them responsive to their governments, and that’s one place where our action plans will have to be a little more ND-specific than Frank’s hi-frax theorizing seems to suggest. None of it is simple.”

Bellander laughed. “You’re right. I doubt if Frank ever had a lo-frax idea in his life. And I can see the enormity of the problems Phase Two will be facing. But I just can’t yet see how I can convert my part of all this hi-frax theory into a system concept that’ll be lo-frax and practical sounding in a speech.”

“Perhaps you shouldn’t” Larry replied. “Just stick with your personal basics, Andy. You’ve probably noticed that this evening’s discussions keyed on two RLBs the ancient Greeks claimed to live by – know thyself, and do nothing in excess. They didn’t live up to

their own standards, of course, but at least they made a start. That's a good rule for a speech – say it your way, and keep it simple.

“It's usually tough to explain BBs in just a few words, so we've had to discuss them in the vocabulary of the evening. But when Nik complained about responsion, he was just complaining about people trying to think with emotion-based words for which they don't have clear definitions. If you felt you needed to, you could give your audience a few examples of how that could trip up their planning efforts, and their common sense would pick up on what you're saying. You could do that – but you don't have to. Just use your own vocabulary and your own versions of what you think needs to be said.

“Nothing is carved in stone. My department relies on logic at least 85% of the time, but even though we have to work with specifics we start each job in responsion mode because that's the mental shorthand. It saves time. And we follow Malcolm's IPS format by starting with a hi-frax perspective and a relatively hi-frax statement of purpose – but described in lo/frax. After that we rely on lo-frax and logic – and intuition – and then we implement our ideas with enthusiasm. That's all Nik and Delia want the government – and the rest of the world – to do. They just want people to think in advance, avoid the quick fix and the fool/factor – and carry out their plans with enthusiasm and emotion.

“Frank isn't really plowing new ground, you know. The word ‘noesis’ was the ancient Greek name for what he's calling intellection – but nobody, over all those centuries, has been examining the subject the way he has.”

“I think you're saying I should take the subjective approach toward making people more objective” Bellander said with a grin.

Larrey grinned back and continued. “After we establish our Lexus GG sites on the World Wide Web– after your project has made the Lexus name stand for something other than cars or the entertainment topics our present Websites stand for – Mary and Malcolm will create a board of big shots who'll establish a discussion forum Website for their own lists of possible national objectives, based on SOP rationales. That'll use the same software we use in the challenge section. And it'll definitely also be in competition with what your new agency is suggesting of course, so your CA'll have to be on the ball or we'll steal a march on them.

“Our Government Game'll eventually encourage users to suggest their own objectives, and to vote on the priorities each one should have. We will publish running totals of the votes – which will be useless, of course, because we'll allow users to vote over and over if they want, every time they sign on. The Internet will be swamped with suggestions for national objectives for a few years – and provide very little help to the politicians but it'll be an excellent educational exercise.

“And, if we're successful, it'll start out with a few hundred participants, then go to a few thousand – and then, hopefully, into the millions.”

They all fell silent for a few moments, then Delia put her hand on Bellander's arm and said thoughtfully "We really did intend to present our ideas to you more coherently than this, Andy. We thought we had everything organized into categories that would make it easier for you to piece things together – but I'm afraid our enthusiasm may have turned things into a jumble. I'm sorry about that.

"Have we been answering your questions satisfactorily?"

"Oh yes, quite" Bellander replied. He smiled broadly and said "I'm thoroughly enjoying all this. Keep in mind that this is the way I've been gathering ideas the past several years. As a matter of fact I was beginning to wonder how I ever learned anything in a classroom because I was having so much trouble trying to relate all your pre-packaged concepts to each other. I'm much more comfortable doing things this way. I guess that's a testimonial to the value of hi-frax, isn't it?"

He smiled, then said "And I know it's getting pretty late – but I would like to keep talking just a bit longer while I've still got Nik warmed up."

"I'm so happy to hear that, my dear" Delia replied with a warm smile. "As I'm sure you've figured out, Nik and I would be willing to stay out here the rest of the night because we're discussing our favorite topics. Your interest means everything to us. Everything. What are your other questions?"

Bellander looked around at the group. "First, let me confess something. I feel a lot more comfortable about all of you now" he said with a smile. "I admit I was secretly pretty dubious about who you were and what you were at first, but I keep finding logic where I expect to find doubletalk – even when it sounded like doubletalk. The more you explain, the less suspicious I get. I've turned into a disciple instead of a doubter, although I can see I'm a long way from being in a position to tie my project together your way.

"But OK, here's my next question. If the Congress, as a whole, is actually the equivalent of a chief executive officer, what really is the job over at the president's office? Is the president somehow also the equivalent of a CEO, or not?"

There was a moment of silence as Nik and Delia waited for each other to answer, then Nik said "The President himself asked me that question last year, Andy, as I was making arrangements to borrow you for our project. I said that the president is the commander in chief of the military, head salesman on international deals, head of the federal police, and accountable for the productivity of the bureaucracies, but otherwise his responsibilities are more of an administrator-advocator-facilitator than of a CEO. His power to veto is negative, while true leadership should be positive. He should present an operating budget every year, and he's entitled to propose initiatives and ask for money to fund them – but current operating projections should be kept separate from requests for future commitments. He certainly doesn't have the authority to mix them together.

“It all ties to money, you see, no matter how you try to rationalize it. Whoever controls the money gets to determine the initiatives – which is what a CEO does – so the 535 members of Congress are the equivalent of one chief executive officer in a corporation.

“Current budgets have to do with the attainment of objectives which the Congress has told previous presidents to achieve, and objectives having to do with new initiatives can really only be set by Congress. That makes the president a Chief Operating Officer who is sort of an ex officio member of both houses of Congress – and perhaps has greater influence with the public than the sitting members – but he can’t tell Congress how to make up their minds. He can try to veto initiatives, but he can’t command that initiatives be adopted.

“That means he is not really a chief executive officer. He’s a COO or a CAO – chief admin officer – except that he is also in charge of the guys who carry the guns plus he’s also expected to be the chief promoter for voter N/W/Ds and voter-mandated time lines. It boils down to the fact he should be more of facilitator and less of an instigator, if you see the distinction. That got a little vague – but it did give him a better insight into why Congress always demands the right to have ‘the loyal opposition’ give a rebuttal speech whenever he gives one of his state of the union addresses. Congress senses that they have more responsibility in both those fields than the president does, but they don’t know how to say so. The whole damned system is clumsy – and it’s embarrassing too.”

“For your purposes, Andy” Delia added, “just use the accepted standard descriptions – the president is the chief of state and the chief political executive. Those’ll do fine.”

Nik frowned as he continued trying to explain.

“You know how it is in a dictatorship. The president is the main man and his buddy, the general, is in charge of the guys who carry the guns. And always, in some back room somewhere, there’s a colonel who is plotting to overthrow el presidente. Always some guy who thinks he can do it better if only he can get his hands on the power. That’s usually the guy who really wants to take the initiative and change the group’s future, while the guys at the top are usually more interested in their personal initiatives. The guys at the top are happy just sitting around finger-in-body-mind-in-neutral.”

“Nik!” Delia said sternly.

“OK” Nik replied. “So the top guys are usually just sitting around sucking their thumbs. Their problem is that any change may be a threat to their paychecks and privileges. Their idea of initiative is to use ND to maintain their status quo, so they avoid being future-oriented on anything that might cost them personal power. And unless they overdo the ND thing by trying to expand their wealth or power through conquest, or some such dumb move – the people they control will tend to be more interested in personal subsistence than in national revolution. People tend to tolerate corruption so long as it doesn’t put their lives at risk or seem like it’s affecting their pocketbooks too directly.

“But it all comes down to who controls the objectives and the measurement of objective attainment, Andy. Remember that cascade chart. If the people who are supposed to be calling the shots don’t do their job, that means the people down the line have to set their own objectives – according to their own purposes. That’s where corruption starts. And that’s also why most of the federal laws in this country aren’t passed by Congress – they’re created by federal regulators. So what does that tell you about the system?

“So should Congress have to approve every federal regulation – or would that be meddling in the business of the Executive branch? Micromanagement, as you’ve been calling it. I say that if Congress is going to be in charge of the budgets, they have to find a way to approve or disapprove all federal regulations, up front. At least have committees do it. So where would they find the time to do all that, in addition to being in charge of initiatives as well as passing whatever other legislation they do get passed?

“I say they wouldn’t have to do it directly – but they could discharge their oversight responsibility by having your counselor agency perform the evaluation function for them. Evaluations of regulations should be an important part of what is included in that Status Report. Only the committee chairmen would have to read those evaluations – but I guarantee you they’d be damned interested. They need that kind of information and expert commentary. If you’re in charge of a committee, your job is on the line.

“That’s another place where there’s a gear missing in our system. The people in Congress are the front men for the guys who really control the power – the voters – except that the voters are more interested in their private lives than in their government. But if you look at the countries where corruption is worst, you’ll find that they’re also the countries with the fewest valid designated objectives to guide them.

“We have to somehow add a dynamic that drives leadership initiative in a democracy with as much enthusiasm as those colonels in the back rooms feel – and a counselor agency is, or can be, the catalyst that helps the public experience the excitement that goes with exercising that power. At arm’s length perhaps, and slowly perhaps – but it can happen.

“Fortunately we have a President with a high Q score, so his ego didn’t get in the way of figuring out what I was saying. He agreed that his job is to be a salesman for whatever he or the public thinks needs to be done, and that – under the Constitution – he shouldn’t be saddled with the responsibility for every initiative. He had the opposite attitude when he took office, but now he’s sick and tired of the news media blaming him for every problem in the country, and of their complaining about the fact that he can’t dictate to the Congress. His perspective has really changed.

“When he won the election he still thought that being President of the political system was the equivalent of being president of a corporation – but now reality has set in. He soon came to realize he probably has more power to get other nations to change their ways than he has to get his own bureaucracies to change their ways. And he now realizes that by

analogy his commands have about as much influence in trying to streamline our bureaucracies as a corporation's top salesman would have in trying to tell the manufacturing guys to change their production system. It can happen – but not often.

“Whoever sets the objectives controls the half the power, Andy, and whoever controls the measurement of objective attainment controls the other half. The Congress does a pretty haphazard job of setting our objectives right now, and they don't have a way to perform the verification measurements. That means that – no matter how clear-cut their jobs look on paper – they face a hopeless, thankless task. And their power has been neutered.

“None of the so-called federal re-engineering solutions have worked because the solutions haven't addressed the source of the problem, and the real BB is a system problem, not a procedures problem.. The bureaucracies were created to do Congress's bidding – achieve Congressional objectives – so no amount of structural adjustment can change the fact that the same amounts of work would have to be done after restructuring as before. Unless you change the objectives, which the re-engineering experts always seem to overlook. The two key questions are – Is the work actually necessary; and can it be done more efficiently? – and the only way you can answer those questions is to IID the objectives.

“By and large the bureaucracies aren't given much leeway in choosing their strategies so everybody, all up and down the line, is pretty frustrated by it all. And the bureaucracies which are being efficient at achieving out-of-date objectives are often the ones the public finds the most fault with – and the president takes a risk if he tries to issue a command to update or disregard the out-of-date objectives. You might say inefficiency is being caused by the immunity to ND thing, Andy, because the president really isn't in a position to tell the bureaucracies what to strive for and what not to strive for – but that's really only a symptom. Congress gets to set his objectives, and politicians often dictate the strategies – and even the tactics – of the bureaucracies he's accountable for, and that screws up the PDX of the whole system because it puts the accountability on the back of somebody who can't make changes.

“We're locked into status quo procedures even though there might be many, many opportunities for making improvements. Now if we can find a way to stimulate the choosing of initiatives, both the status quo guys and the future-improver guys could benefit together. And what I've just described is the benefit that intelligence can provide. Humans enjoy it – ants don't. Humans can improve their systems but ants can't, no matter how hard they work. Busyness is not the same as productivity. That's what the challenge of intelligence is all about – finding better ways to do things. But the caveat is that you only get the A-number-one benefits if you do it with PD, not ND.

“We've very lucky that our current President, bless him, has enough maturity and confidence in his own ability that what I was saying made sense to him. And I guess I might as well tell you – after I explained our whole deal to him, he figured out instantly that it could do more to make him look like the nation's leader than anything he'd ever imagined. That'll become obvious to you too, after you've figured out all the details.

“So you’re here, Andy, and you’re beginning to figure out your project much faster than we had dared hope. But don’t get too confident yet. You have miles to go before you can think about taking any bows. You’re going to be trying to make one of the most important sales in history – and if you’re successful, this country could be benefiting enormously within 25 years, and the world could be benefiting enormously within a century. If you’re just semi-successful, this country might get around to adopting parts of your plan within 50 years – but by that time the rest of the world may have degenerated to out and out anarchy, and the future of mankind may be in serious doubt – or it might even be too late by then. There’s a strong sense of urgency connected to what we’re asking you to do. Stronger than we’ve suggested so far.

“So, to go back to my answer, while the rest of the world may see the president as a symbolic OSL or CEO – because of his veto power, which is equivalent to controlling two-thirds of the votes in Congress – he’s really neither, even where international diplomacy is involved. That’s why the president has to seek the advice and consent of the Senate in foreign affairs. He’s just the guy in charge of sales.

“The principal job of a president in a democracy is to oversee the administration – and the secondary, but almost equally important, job is to be a salesman or an advocate or a facilitator or a coordinator for the objectives the peoples’ surrogate decision makers have chosen. But the real power figures in a democracy have to be the voters. All the perceived power figures are really just functionaries who are helping get the job done. Front men. Some will do it quietly, some will do it loudly – but none of them can be allowed to become OSLs as far as their jobs are concerned.”

“But don’t we force the president to act like an OSL when we expect him to give a state of the union address?” Bellander asked.

“No” Nik replied, “although it may seem that way. First of all, the opposition party expects to be given time for a rebuttal address – presumably on the grounds that he is expected to give a biased political report, full of spins, exaggerations, misrepresentations and outright lies. That tells you all you need to know, right there.

“What he should be expected to do is to report on how well we’re doing in achieving the objectives he has been charged with achieving, and that should be the core of the speech. He should wear his chief operating officer hat when he does that. Then if he wants to pretend to be our actual leader he should be allowed to give his views on the future – but as a distinctly different topic – and he should wear his salesman’s hat when he does that. Does that make sense – to keep the time frames and responsibilities separated like that?”

“Yes, I guess so” Bellander replied in a rather detached voice. “Of course it does.”

“Well, his problem – or any president’s problem, for that matter – is that he doesn’t have access to the information he needs any more than the Congress does, so he can’t give a very valid state of the union address. And that bugs him. It really bugs him.

“The Constitution says he’s only required to give a state of the union address ‘from time to time’ – and you know how difficult it is for OMB to prepare a budget for the president every year” Nik continued, “so I feel certain you’d agree that it would be next to impossible, under the present system, for anybody to prepare valid reports that included both sets of time and cost factors – current op needs and future national needs?”

Bellander nodded emphatically and said “It’s impossible”.

Nik grinned and said “No, it isn’t. And that’s the way corporations do it, isn’t it? Would you buy stock in a company that wouldn’t tell you how well it was doing and – approximately – how it was spending its operating budget and how and why it was going to spend its expected earnings on new stuff? Not unless you were pretty damned naive, you wouldn’t. So why isn’t paying taxes the equivalent of buying stock?” Nik smiled with satisfaction, glanced around the group and got no comment, then continued.

“Real national progress will come only from nationally unified objectives and measurements of objective-attainment, Andy, so the president’s attempts to provide leadership really only consist of his efforts to keep the people interested in what they’ve shown interest in. His job is to support their initiatives – not to tell them what initiatives to choose, as an OSL or CEO would do. Talking about the future is the fun part of his job, because hopes, wants, needs and desires don’t have any obligatory measurements attached to them. He can pretend to be the leader as long as he can get somebody to listen to him. That’s good for his ego. Talking about problems is not fun at all, especially if you feel some responsibility for them but don’t have a way to provide measurements which support your suggestions for corrections. Talking about the future means he’s the head preacher – but he’s no OSL.

“And your job is to provide everybody with a rational national government. Rational national!” he said, and Bellander thought he finally heard a slight slur in Nik’s speech.

“If a counselor agency was proposing objectives, both the members of Congress and the president could make a big deal out of discussing those proposals with the public. Doing that would be part of their job descriptions, in fact. And they might even look forward to doing it, you see, because they couldn’t be blamed for suggesting something that turned out to be unpopular. And whenever the public agreed, the politicians could take credit for having provided leadership on their watch. But if the public didn’t buy their ideas it wouldn’t tarnish their reputations – because they weren’t actually their proposals in the first place. It’s the third party thing, Andy. Having third parties take the blame helps minimize the emotional content.

“And the politicians who are presidential wannabes – who go around promoting their own agendas and trying to show what powerful movers and shakers they are – well, you only have to look at the unintended consequences they cause to see that they’re not what they imagine they are. No – the people must replace the OSL in a democracy. You can’t have leadership influenced by Quest drives alone. But at the same time, those wannabes will be the guys who do the best jobs of promoting what the public has told them to promote – because then they can do their thing without the risk of appearing to usurp authority.

“And when you extend that concept, the groups of peoples around the world – whatever their forms of governments – will simply have to find ways to agree upon their own purposes and objectives. And then they’ll have to develop systems that’re able to measure whether or not they’re achieving their objectives. And then they will have to find ways to coordinate their own goals with the goals of other countries – because positive discipline is the only implementation system that will produce win-win situations over long periods of time. Negative discipline only results in power struggles and the teardown syndrome.

“The ideal leaders of the future will not be OSLs, Andy – they’ll be facilitators using Commcon – and the way our president handles his job will be the example others follow.”

He paused, and Delia turned to Talia and said “I think he should meet with Mary and Malcolm next, don’t you? To start building an outline. Have they gotten together yet?”

Talia nodded and said “They’ve been together once. And I guess I must have anticipated some of this because I have the four of us scheduled together tomorrow.”

Delia smiled at Nik and said “I think we can let her go back to doing it her way. Don’t you?” He grinned at his daughter and winked.

Bellander smiled and looked at Nik and Delia a while in the dim light, then said “I don’t. If it’s OK with you two I’d prefer to spend tomorrow morning with you and Frank and go into this thing about negative discipline in a little more depth. There are some things that still bother me. Would you be able to join us around nine o’clock?”

Nik and Delia looked at each other in surprise and nodded, and then they both glanced at Talia. She smiled broadly at no one in particular and nodded, then dropped her head to try to hide her grin and said “I’ll pass the word on the change”, and the evening ended.

The Special Session

Bellander arrived in the cafeteria at his usual time, and Talia was waiting for him. He was surprised at the extra amount of attention he seemed to be attracting – nearly everyone had a smile or a gesture of approval for him as he walked to her table.

He looked at her quizzically and she said “You’re a hot item on the BBB this morning – the background bulletin board. It says you’ve figured out the basic concept of your project already, and that means whoever had you for yesterday’s date in the first pool were winners.”

“Did you turn me in?” he asked with a small grin. “And on what basis?”

“Dad did” she replied, “and judging from his overstatements it was done just after we left last night. He tried to be brief, but it turned out a little fuzzy.

“And as usual, my dear, he’s jumped the gun a little bit. What you’ve done is figure out most of the rationale for us and a good deal of the rationale for your project. Judging from our conversations you may still have some decisions to make before you figure out the complete picture – but I can’t say that in public or I might get crossways with whoever collected on you in that first pool.”

Bellander kept conscientiously returning the smiles and nods as people passed their table, then said “You’re right. I think I’m close, but I’m still fighting with it. This is awfully disconcerting. I don’t know these people, but I’m feeling tremendous peer pressure not to disappoint them. It’s sort of bizarre.

“I’ve stopped by a few desks to chat and get acquainted – and to see if I could pick up a few clues – and everybody has been friendly but close mouthed. Do they all know what my complete project is supposed to be? Or do any of them really know?”

“They all know” Talia replied as they returned to her office. “When we were working it out in the first place we kept posting our progress and our confusion on the BBB every day. That’s required, you know. Nearly everybody made several helpful comments over our intranet, and they all feel a proprietary interest in it – and they all appreciate the difficulty of figuring it out and then selling it. It’s so darned simple once you see how it all fits together, but you’ve got to make yourself think outside the box to get the picture.

“All you’d need to know would be the names we assigned to our first and second efforts and you could read a complete developmental outline of your project, with all the supporting rationales. And you could find those file titles just by accessing the BBB file

directory – but since you haven't shown much interest in exploring the library system I'm pretty sure you haven't made the search. Have you?"

He shook his head and said "I've just been counting on my secret talks with Mary and Malcolm. You put daily progress reports on all your projects on the bulletin board?"

"Yes" she answered, "but only on our intranet – the background system – the BBB. The first thing we do when we come on duty is to scan the open bulletin board – the OBB – especially any categories that relate to something we're working on, to find out the latest general news. The OBB is one of our Websites on the Internet, but the BBB is strictly internal. Most of the OBB is really just a compilation from various news services we subscribe to, but our readers can attach notes to it. The Commcenter adds non-sensitive news that has come in directly to them.

"Our system will scan for additions that have appeared in the last six hours, or the last twelve hours, or whatever you tell it. The OBB is a wide open board, and although it's necessary that most fast breaking news from the FOVs be treated as privileged information, we add their non-sensitive stuff to the OBB. You can be certain that really sensitive information from an FOV would only appear on the background board though. Plus the OBB has a disclaimer which says we never guarantee the accuracy of what gets reported there, and we prohibit our name being used as a news source. That's to keep outsiders from quoting us, because a lot of people from the news media scan our OBB as one of their best sources of news items to follow up on. Not to mention readers from the government and business worlds. It's not protected, and several thousand outsiders read it regularly – and there's a lot of curiosity as to why we post it.

"Since we know outsiders are reading that open bulletin board the news there is kept rather terse – but the BBB is comprehensive. To get into our intranet to read the BBB from outside our system you have to use an access code – a public-key/private-key 128 bit system based on the federal Data Encryption Standard – and it will cost you your job if you let somebody in who isn't cleared.

"But after you've used your access code to get into our intranet you can scan the BBB to get yourself up to date on any on-going projects that interest you. Any LVU employee can access it, but it's understood that it's a very dynamic, very high security area of sensitive information.

"On the other hand, it's a violation of protocol if you fail to post project updates on the background bulletin board, because that would violate the commitments and expectations of the people who are taking the time to see if they can be of help to you. The Commedit people do a synopsis if your entry is long – an executive overview version – but every employee has access to both the long and the short versions. I've been doing your posting for you, and I feel a little guilty because the troops have sent in dozens of suggestions and hints I haven't shown you – but my job is to help you decide everything for yourself, not encourage you to use our shared-knowledge system as a shortcut. We leave the BBB

open to everybody at LVU because we expect the entire staff to function like a dynamic resource library. In your world – the State Department or the Air Force – such projects would probably be classified as top secret or restricted.

“We operate the opposite of the way the government does. Here, the most top secret projects are available for review by people who have no apparent direct interest in them. That’s why we’re so careful to hire people who, according to us at least, are what we define as mature. That means honest, trustworthy, emotionally stable, et cetera. A lot of them may seem pretty eccentric, but they’ve all passed our vetting process.

“The FOVs are not allowed to access the BBB, but they do have cryptographic keys to let them into our archives and our operational input system. That input is checked for viruses before it’s allowed onto our intranet. Hackers can’t get into the BBB because they’d have to come through the intranet firewall, and that would take enough time that Larrey’s people would notice. They might be able to gain entry, but it would take a major effort. There are signs some of the federal agencies are either using us to practice their cracking techniques or they’re seriously curious about us, but we don’t worry about their efforts. We don’t bother trying to enter their systems – but in most cases we probably could, with a little time and the help of Larrey’s special code breaking computer.”

“I’d think you’d have some projects and updates that’d require your very highest security” he said.

“If we buried everything on a need-to-know basis we’d lose the BICO value” she replied. “The projects on the BBB are developmental concepts, and SingOP – singularity of perspective – is the catalyst that allows everybody in the organization to make contributions to on-going projects. You can’t have SingOP if some groups get out ahead of the rest. The BBB is the way the non-involved LVU groups keep up with the involved groups. And if none of our star intellects happen to be assigned to a particular project – the BBB is what helps us tap into their expertise anyway. Remember you asked how you could ensure that your NASA quiz would always include the brainpower of the top 25%? This is one way we do it. We use them as counselors even when they’re not direct participants. Sticking your nose into somebody else’s business is never an intrusion here. It’s expected – and, of course, it’s fun.

“People in other companies take coffee breaks. And people here do too, because they need to stretch or walk around or just chat with each other. But most of them also browse the BBB when they take breaks. Sticking your nose into other peoples’ projects makes a good change of pace – and it especially satisfies your ego if you can make a contribution to somebody else’s work. Something with your signature on it. You know, something they haven’t thought about yet. If your mind is tired because of what you’ve been doing, that kind of prowling provides a little mental exercise to wake you up and refresh you.

“It isn’t hard to get up to speed on a subject that’s new to you, because all the initial work – the Flash Report – is done in IPS format. You can sort of scan through the perspective step because it’s full of hypertext links that you can follow if you want to check its validity – but when you read the statement of purpose step you know whether it’s a project you want to pursue further. And of course if you participated in the Flash Report you already know what it’s about. You can add your suggestions and comments to any step during the workup period, and the system will identify you as the source. And your input will be welcomed. Not necessarily used, mind you – but welcomed nevertheless.

“It all ties into the process of discretionary decision making, Andy, which is the hallmark of Mom’s concept for the Age of the Mental Artisan. The newer people have a tendency to suggest strategies and tactics before the P/P/Os have been finalized – which is a habit we call the SSS, or sophomoric showoff syndrome – and that’s not what the initiative planning sequence requires of course, especially if their suggestions turn out to be off-base. Once we tease them a couple of times about operating in look-at-me mode they tend to become more careful about volunteering an out-of-sequence contribution – although, as you know, the IPS format can tolerate out-of-sequence ideas easily.

“It has been a little difficult for me to make BBB entries showing your progress, because I have to try to make them in the IPS format – which means I’m forever skipping from one purpose tree to another. It should be easier for me because I’ve already been through that series of discoveries, so I already know what headings are appropriate – but it’s been difficult to try to describe just where your learning stops and your conclusions start.

“We also use encryption on external communications, by the way, such as in-and-out communications with the FOVs or messages between governments, and that’s a 128 bit code too. We deal in privileged information with many organizations and that information might be interesting to many governments – so Larrey’s people are careful to protect that security system as well.

“But for our purposes full encryption only means using a 128 bit key. By that I mean encryption which, for all practical purposes, is unbreakable. But we could break it.”

“Do you mean yours could be broken by outsiders?” he asked.

“Undoubtedly” she replied, “but it would take one of Larrey’s special computers to do it. The feds started encryption control by only allowing U.S. companies to export 40-bit codes – which would allow them to intercept and translate criminal communications – but those could be broken with even the old computers. And they told the banks that 56-bit codes were secure, but those turned out to be fairly easy to break too. And overseas suppliers were selling much stronger encryptions, so none of that made much sense and the feds eased off. The difficulty factor for breaking codes was supposed to go up geometrically as the bit-base increased, but that’s only relatively true. We feel quite safe at the 128-bit level – but we assume ours can also be broken.

“Plus I might mention there are six people in Washington who have been issued special off-site access to our BBB and our library, but you’d never guess who they are. And they are on what Larrey calls a quantum cryptography system – which is so advanced that only one or two of Stefen’s people and one or two of Larrey’s people can understand what it’s all about. All I’ll tell you is that those six government people are not in positions of power – and that they know far more than the people they work for. Only the Blues know who those six are. Our staff people don’t. And you don’t need to know either, at the moment.

“Any government worker with access to any government network can tap into our OBB Website and read the news at any time – and a lot of them do. But only those six can access our background bulletin board or our library.

”I’m sure it sounds to you like we’re taking a high risk with the BBB system by leaving it open to everybody at LVU, but we don’t think so. There are ways our on-site people could break into most median-encrypted systems – it just takes a good hacker to do that, and we’ve got dozens of them around here, and people like that try to do it just for the challenge of it. Hacking is like chess or poker to them. By saving them the time, we make use of those busy minds and get unsolicited comments and suggestions that are often invaluable improvements to the quality of our work. It also increases their loyalty to the rest of the group – even if they tend to be loners.”

He looked at her admiringly. “And you’re in charge of LVU administration. How much of this do you have to be involved in?”

“All of it, puddin” she laughed. “All of it. So, as you can see, my getting appointed as your facilitator was the same as being given a long paid vacation. You have to do all the work, and I’m just along as your baby sitter.” She gave him a kiss on the cheek and a little poke in the ribs.

Nik, Delia and Frank arrived, and they all moved into Talia’s lyceum. Frank was quite excited about the fact negative discipline was the topic on Bellander’s agenda. He immediately put the ND chart on the screen and started trying to guide the conversation into how he had come up with the concept.

Corollary Rules of Negative Discipline

1. *You do not have to experience ND to learn to avoid it.* (Anticipation of pain or frustration can provide learning. Animals tend to bluff more than fight.)
2. *ND must be enforced or be intended to be enforced or it does not exist.* (An ineffective bluff becomes PD.)
3. *The strength of the enforcement must exceed the strength of the drive to continue.* (A slap on the wrist is PD to someone who simply needs/wants/desires attention.)

4. *ND should never be enforced if there is not a reasonable expectation the teaching effect will be achieved.* (If you can't hit the other guy harder than he's going to hit you back, you're enforcing PD. And if you only teach others to resent you, you are placing yourself in danger – probably more than if you did nothing.)

Bellander interrupted him and said “Let’s start by talking about your idea that in the future they’ll probably kill law breakers who have been judged incorrigible. When you first mentioned that it surprised me, and it kind of shook me to realize that negative discipline wasn’t just an abstract concept I should plug into my overview now and then. If I’m coming up with a system that’s supposed to last for centuries, I need a better perspective on this ND thing.”

“You haven’t gone into more detail than that?” Delia asked in surprise.

“We discussed it briefly, but I didn’t think it needed an in-depth treatment” Talia replied. “Now Andy obviously wants to explore it a little further.”

Delia raised an eyebrow and said “Let me assure you, Andrew, that negative discipline is just what you implied – an abstract, hi-frax concept – but based on plain old common sense. Discipline, in toto, is simply whatever causes somebody or something to do something, or to continue to do or to change the way they’re acting or to not do what they might do – and negative discipline is just one aspect of that vague concept.

“Positive discipline produces satisfaction, either directly or indirectly, and negative discipline produces frustration, either directly or indirectly, and that’s probably all you need to consider about either concept – except that we’d like you to always look at disciplinary functions in terms of their relation to time economics.

“Discipline is not just an interpersonal or social function, because the source can be self, or fles, or natural. If the source is the self we call it self determination or will power – or luck. If the source is fles we call it exercise of positive or negative power – typically, either expressed as love or as punishment. And if the source is natural we call it fate. And that’s a three-part hi-frax definition to the nth degree.

“Just think of discipline as a natural factor, like gravity – and when you think of causes and effects, include the time factor in your thinking. The causes and effects – the C&Es – of negative discipline vary according to common sense and measurements of time.

“The major difference between PD and ND, Andy – aside from the fact that one causes satisfaction and the other causes frustration – is that positive discipline tends to require repetitive enforcement while negative discipline doesn’t. The word ‘power’ indicates the ability to enforce either type – and the value of that enforcement is measured in terms of time – while the effect of enforcement often tends to be unintended consequences. It may be difficult for you to see that value in that context at first, but don’t worry about it.”

“An analogy I find useful, Andy” Frank said, “is to compare the power of a river to ND – but the power turns into PD once it reaches the delta and spreads out and deposits its silt. It’s not a very valid analogy of course, because the more focused the power is – such as in lightning – the less apt you are to see it diffuse into PD.”

“And the reverse of that, Frank” Bellander replied, “would be a lake versus its flowing outlet. So I could think of public opinion as a lake, and the force of the flow of the outlet would represent the focused power of that opinion. Right?”

Frank nodded.

“You’re right, both of those are a little vague” Bellander said. “They may only be semi-helpful, and they could apply to PD as well as to ND.”

“We’ve undoubtedly confused you by being too casual in our references to the general concept, Andy” Delia said, “referring to it too often, and often without good reason. As far as your project is concerned, I’d suggest you just consider time economics when you’re making a value judgment as to what type of discipline might be needed in a given situation. Some things can be overlooked, while others need to be acted upon – which is where ND tends to enter the picture.

“War is an example of trying to use ND to get results in a hurry – with a great waste of TE during the post-war recovery period. Instant relief from frustration obviously doesn’t assure long term satisfaction, just as reacting to a symptom seldom cures the cause. And ND isn’t necessarily a preventive force. It can be, because of the first corollary, but there’s no guarantee it will also satisfy the fourth corollary if you need to cause a change. The second and third corollaries have to be satisfied too.

“But let me hasten to add this – the four corollaries of ND only deal in behavioral modification, not ethics. Human laws try to help redress the unfairness of some situation that has upset the equality between parties – but only laws and customs, not ND, deal with ethics. Just look at the corollaries.

“The first C says the threat of ND usually has a deterrent effect on motivation, which means it can be a tool for producing change or prevention – but it doesn’t relate to ethical concepts such as fairness, justice or retribution. And impudor Quets often overpower the fear of ND, which diminishes the first C’s value as a teaching tool.

“The second C also says the punishment for a violation can be a motivator to prevent violation, which also has to do with teaching and motivation – but again not with ethics.

“The third C relates to how much power must be used when ND is enforced, which also has to do with teaching and motivation – but again not with ethics.

“And the fourth C implies that positive discipline might work better than negative discipline in many cases – and that might or might not relate to the ethics of the teacher.

“Negative discipline just exists, as air, water and gravity exist. However, when one human being tries to enforce ND on another to cause behavior modification – ethics must enter the picture in the form of social approval or disapproval.”

Bellander hesitated a moment, then said “I’ve been thinking the threat of death for incorrigibles might make violators more willing to kill any witnesses who could convict them. That’s what you call the reverberation effect, isn’t it, Frank?”

“Yes” Frank replied, speaking slowly. “I mean yes, violators would be tempted to kill witnesses – but that’s true today. That happens under the three-strikes-and-you’re-out laws. Future societies would have to be very careful about assuring first time offenders a chance to learn. Which is why heuristic education is the key in achieving prevention.

“But what I was trying to say was that in the future each individual’s time line for proving they’re corrigible would be established by time economics, not just by social ethics – so society, in the future, may offer less and less patience to offenders. The danger there is obviously that totalitarian governments could use TE as a reason for killing dissenters – so you’d need ND to counter the ND designed to counter the ND. That’s why people must control the governments, not governments control the people.

“But – in the future – if people try to act as if they are immune to societal ND, time lines for their termination will be probably be set by society for many types of crimes.

“A corrigibility law would put the need for changing directly on the individual. Society would only establish the time line – not accept responsibility for making the change occur. Society should try to help children learn to understand the concepts of equity and ethics – but after society thinks you’re old enough to think for yourself, you’ll be on your own.

“Society will have to make the knowledge and awareness available – but they won’t have to supervise a violator for the rest of his life. That’s a waste of time – but it’s tough to change Quest motivations because people tend to believe what they want to believe without caring if it’s right or wrong. A lot of people will probably be willing to die instead of change – but I’m talking about not changing beliefs, Andy, not about not changing attitudes.

“You might go to the grave believing that you were superior to everybody else, and that would be OK – but trying to hurt them to prove it wouldn’t be OK.

“On a related subject, it’d be tough to enforce the implied warranty concept, Andy – because people saying incorrect things actually let their Quests convince them to believe what they’re saying. It’s too easy to rationalize lies, both big and small.”

“I sense that there are some related concepts you’re not connecting to this, Andy” Delia said. She glanced at Talia, who promptly brought three more sets of text to a second screen.

Lex Talionis

Talion = Retaliation; *esp.* in the Mosiac, Roman or other systems of Law, the *Lex Talionis*, or *talion law*, the principle of exacting compensation, ‘eye for eye, tooth for tooth’; also, the infliction of the same penalty on the accuser who failed to prove his case as would have fallen on the accused if found guilty. [O.E.D.]

Lexus Law

Talion = ‘an eye for an eye, and no more – a tooth for a tooth, and no more’; also, the infliction of the same penalty on the accuser who failed to prove his case as would have fallen on the accused if found guilty.

Judgment = must be rendered by an unbiased, unemotional third party.

Motivation Modification = negative discipline should never be enforced if there is not a reasonable expectation the teaching effect will be achieved. [4th C]

The Implied Warranty

Truthfulness = All statements must be true and valid if there is a reasonable expectation that actions based upon them might produce negative effects.

“Have you seen these?” she asked.

“We’ve talked around them” Bellander said, “but I haven’t actually examined them”.

Delia gestured toward the screen and then toward her daughter. “As you may know, Andy – her name derives from the concept of the *lex talionis*” she said, with a proud smile, “but as you can also see we’ve modified the original precept a little to correspond to our beliefs and observations – and, in addition, our beliefs don’t correspond exactly with what Frank is predicting future societies may believe. That’s because we’ve left a little fudge factor for motivation. But motivation doesn’t always provide mitigation.”

“When you put all four of those concepts side by side I begin to see a much different emphasis on honesty than you had me imagining” Bellander said. “You do leave room for little white lies, don’t you? The implied warranty isn’t cast in stone, is it? Up to a point anyway. But I’m not sure I agree with the reason for changing the definition of talion – adding the term ‘and no more’. That doesn’t really change things.”

“In the old days” Delia said, “they’d cut off a man’s hand for stealing a loaf of bread – but there’s a difference between stealing a loaf of bread to try to feed your starving family and stealing a loaf of bread because you want to take somebody else’s property without working to earn it for yourself. The mitigation factor. We say the punishment can vary according to the purpose behind the violation. We call it ‘the reason-why’ rule – and it’s the same reason that gives judges the power to impose a variety of penalties for similar crimes today. A man shouldn’t be put to death, let alone have his hand cut off, if he had to steal bread several times to feed his starving family. That doesn’t make it right – but the need for subsistence is God’s law – not a matter of incorrigible criminal ethics.

“When we say that motivation does not always provide mitigation, Andy, we’re fully aware that sounds like a contradiction in definitions because most people would say that ‘reason-why’ and ‘motivation’ mean the same thing. To us, however, Quest drives are the real sources of motivation, and they lie below the level of conscious decision making. To a common thief, the fact that a loaf of bread was available would be all the incentive he’d need for stealing it – while an ethical man would not steal it unless he felt compelled to because of his or his family’s need. That puts shades of gray between them. In the area between Quest drives and reason-whys, time economics becomes the deciding factor.

“It’s the person who habitually does unethical harm to his fellow man whom we think future societies will put to death, not the person who has been forced beyond the bounds of honor and honesty because of desperation. A habitual criminal might steal bread for his starving family, and that might be tolerated – but not his general attitude.”

“Since negative discipline doesn’t deal in ethics – this is your way of bringing the ethical factor into behavior modification activities?” Bellander asked.

“Yes” Delia said. “We know these concepts can seem quite vague if you examine them out of context – but they tie together quite nicely once you begin to develop examples and make the connections among them. I’m afraid we’ve been presenting things to you out of context – especially the ND concept – and I apologize if we’ve been guilty of that.”

“It’s not so complex, Andy” Nik growled. “If there’s an oil spill by a tanker where the operators had tried to take every precaution to prevent such a thing from happening – that’s one thing. But if there’s a polluter who’s deliberately fouling up the environment – we say just shoot the son of a bitch and sort out the details later.”

“Do you have a hangover, honey?” Delia asked him, then turned to Bellander and said “Now, to return to your concern over our prediction that future societies will terminate incorrigibles – what we neglected to mention was the second part of the lex talionis and the lex Lexus. That part of our concept says that if a prosecutor or police officer or witness tries to prove someone is incorrigible – and fails – that person should be put to death for having brought unsubstantiated charges. That changes the picture, doesn’t it?”

“It does, indeed” Bellander replied. “Oh my – does it ever! For all kinds of lawsuits.”

Delia nodded and continued. “It’s also our belief that it can be unethical to say something misleading – even if it’s partially true – if you think somebody will make a decision or take action based on what you’ve said. That means a half-truth is the same as a lie if it results in action which produces a negative result – but a lie might be OK if it produced a positive result. You’ll notice that we don’t suggest or specify a punishment for such an infraction, which means we actually think the concept should become a part of the culture instead of a part of the legal system.

“The implied warranty would be a very tough commandment to follow in politics, because it would mean you’d always have to try to give a balanced comment instead of a biased comment – or attach a caveat to just about everything you said. And where two politicians, one a conservative and the other a liberal, are both convinced they’re right as they try to shoot down each others’ arguments – the implied warranty would be an almost impossible rule to follow. For respensionalists, anyway.

“But only almost.

“All we’re really asking there is that decision makers be made aware whenever they’re being asked to act on faith, not facts. A powerful Commcon presentation doesn’t have to be misleading – providing it gives a truthful picture of the potential variables such as the benefits, the costs and the time lines. And we admit that, where initiatives are concerned, you sometimes have to make your decisions based more on faith than on facts.

“I presume you’re asking these questions because you want to decide whether or how much negative discipline should be included in your project?”

Bellander nodded, and she continued.

“When a politician consistently misrepresents his conjectures and suppositions as facts, that’s cause for ND. The questions then become ‘what ND?’, and ‘enforced by whom?’. Hundreds of billions of dollars of tax money can be riding on that answer, Andy, because he may be buying votes via the pork barrel. On the other hand, he may simply be more of a promoter of dysdefined concepts than a logical planner – in which case he might be considered teachable, correctable and corrigible. You don’t need a law to correct that so much as you need to make certain his constituents know he tends to do it.

“If he’s corrigible, your counselor agency could provide him with both perspective and planning expertise – along with warnings of potential wastes of time and money – and possibly save a valuable legislative surrogate. We do need salesmen in politics – people who can act as advocates of good ideas. But we’re not tolerant of misrepresentation.”

“Boy, oh boy!” Bellander said. “Did you just take the steam out of the speech I thought I had planned! You’ve got me pretty well convinced that my project is valid – and I’ve gotta tell you I was planning to present it extremely dramatically. And now you’re telling

me that I might misrepresent the whole idea if I went that direction. It'll have to be like Larrey was saying last night, won't it – heartfelt, meat-and-potatoes, but no exaggeration. It took until just now for me to really understand what he was saying.”

“Then today’s meeting has already been very worthwhile” Delia said with a big smile.

“There needs to be a balance to everything, Andy. And yes, you could give the wrong impression if you presented your ideas too strongly. You would not necessarily fail – but you could cause a loss of time-to-acceptance, and that’s bad TE.

“We don’t think that every punishment must blindly equal every violation. Punishment does not provide restitution, nor does it necessarily provide justice. The purpose of ND is to stop an act or prevent its repetition – but purposes and values can change as situations change, so we just say the negative discipline should not exceed the cause of the violation in most cases. On the other hand, those cases involving capital crimes or habitual criminal conduct – the kinds in which long prison terms are usually given – are in a different value category. Society can warehouse such people if it wants to – but if it takes them off the books by just releasing them, the odds are that won’t satisfy the fourth C – and the only other ways to satisfy the fourth C is to effect a motivational change or terminate them.

“Assuming, of course, that the teaching effect can be achieved and that ethical conduct can be established – you can set them free. But that’s where time economics comes in. TE provides the value factor as to whether or not a change has occurred. We’re willing to cut a little slack for a violator who has acted unwisely rather than deliberately – but only a little. How far societies of the future will go remains to be seen.

“Unfortunately, negative discipline’s lack of ethical content is what encourages people to try to use it on other people. We tend to tolerate having others use ND on us if it doesn’t violate our personal concepts of independence and freedom – we sort of assume that the violator is immature and that as they mature they’ll tend to stop acting that way, and we hope the problem will go away. If we decide they aren’t learning though, and we decide to try to teach them to act differently, the third and fourth corollaries apply. That’s where motivation modification comes into the picture, with specific results as the goal.

“Per the fourth C, it isn’t enough just to arrest someone and put them in jail – you also need to convince them they don’t want to get out of jail and do the same thing again. And that’s purely a TE consideration, Andy. It’s true that POV is predicated on looking at ND from a fles-oriented behavioral modification point of view, which relates to the ethics of the society – but it does not relate to Quest values. A fool can go to the grave holding his original Quest values – so long as he learns and observes the reason-whys for not committing transgressions against others.

“As you put it, it’s our way of trying to be objective where subjective judgments are concerned.

“So that’s why Frank has predicted that within a couple of centuries the law may say major violators’ll be presumed innocent until proven guilty and then be presumed to be corrigible until they’re judged incorrigible. But if society decides your behavior needs to be modified – and you won’t modify it yourself – society may exhibit very little patience in trying to help cause you to change your attitude. They’ll consider it a waste of time, and give serious thought to permanently terminating the source of their frustration – you – if it becomes apparent you can’t or won’t learn how to conduct yourself.

“Now that’s a matter of social ethics – not a matter of the rules of ND. When a group of people reach a common agreement on a code of ethics they begin to use both types of discipline – the RODs, or nature’s rules of discipline – to try to cause members of their group to abide by that social code. To the extent that other groups agree with their RLBs, their use of ND to enforce conformity is accepted – but if their code of ethics doesn’t have universal approval, other groups may tend to start applying counter-ND to the first group as if that group was an individual. That ethical conflict can lead to the sort of situation so antiseptically described by you diplomats as ethnic cleansing – which is a matter of using time economics to justify invalid ethical goals.

“But ND is not an ethical concept. ND is emotional, and that is precisely where you need an unemotional third party making the ethical judgment of whether or not ND should be enforced. You need to institutionalize it rather than leave it to emotionally aroused individuals such as vigilantes or armies or political police. To use your analogy of the lake representing public opinion, however, it’s difficult to get a large group of people to endorse a single set of ethics – and then to codify and enforce those beliefs. It’s as if the lake had multiple flowing outlets. It’s easier to get universal agreements today than in the past though, because today worldwide television can put pictures in front of the citizens almost instantly and allow humanity’s innate logic to make the decision.

“Behavior modification doesn’t lend itself to quick fix solutions by ND, because the reasons-why for doing things are so often deeply rooted in the insecurities stemming from unsuccessful Quest searches. That’s true of individuals and it’s often true of nations – and in the future it will be necessary to break the age-old habit of relying on ND as a quick-fix tool. Reasons-why can change quickly, but Quest beliefs may take much longer.

“PD takes more time to enforce, but entire cultures can be enticed into following the golden rule if you can give them heuristic examples to learn from – and more time to learn in. That’s more possible today than ever before, through electronics, because 90% of learning comes through the eyes – and electronics can provide graphic examples to large groups of viewers, quickly. That allows self-education to occur more quickly.”

Nik interrupted with a wave of his hand and said “Tyranny is obviously a kind of situation where you need to use institutionalized force to modify the actions of people who are abusing power, Andy – but negative discipline involves more than just that. A well-intentioned but fouled-up bureaucracy can enforce ND on the public. And a fouled up governmental system can inflict pointless ND on the people in government service – and

indirectly on the voters who are paying for that service. Democracy is a mechanism that allows the citizens to both control power and to change institutionalized law – as the changing perspectives of the voters modify their reason-whys and Quest drives. And democracy has the inherent ability to change a fouled-up system. Without armed conflict.

“Whenever an organization isn’t getting results and people are becoming frustrated, the cause has got to be either the people or the system. The longer that situation is allowed to continue, the greater the waste of time – and time is an irreplaceable commodity. We’re asking you to help enforce ND on a system – and perhaps we’ve been giving you the impression that ND was somehow needed on the people in the system.

“Which means your project has to be on the lookout for ways for the people involved to modify their systems themselves – not for ways for the systems to modify the people. I don’t want you to go into this with the idea you have to be a master psychologist and make adjustments to the personalities of most of the people in this country. That may be a goal for Phase Two, but not for Phase One. As far as your project is concerned, we want you to think of yourself as a master systems analyst, not a master people analyst.

“We do want you to remember that everything works better when the primary force is PD – and that all the wasted time and frustration that ND causes is simply bad TE. The conundrum is that you need to use the slower system to save time in the long run, while the faster system seems to save time in the short run. So it’s all a matter of perspective.

“So the best way for Phase Two to minimize ND over time will be to keep enlarging the public’s perspective – on everything. And the best way for Phase One to do its job is to provide a system which makes it easy for the public to apply the larger perspectives we’re hoping to try to help them build in Phase Two. We’re trying to get them to think for themselves – but once they do, they have to have ways to apply that new awareness.

“Remember that removal of PD is ND. So what we’ve gotta do, long term – including in the two-thirds of the world where life is cheap and killing, torture and rape are taken for granted – is to get the people addicted to receiving positive discipline by getting them in control of their governments. That way you can use the first C to keep their attention by threatening to take away their PD. But that’s all long-term stuff, Andy. It’ll take several generations of applied PD before you can get the citizens of two countries to stop arguing with each other. These are long-term goals.

“The greatest value of democracy is in the fact it allows the weight of public opinion to make use of the first corollary. It’s just a matter of degree. The democratic process also tends to allow the majority to cause a change with little fear of counter-ND punishment – and, by using PD, to institutionalize any good results their judicious use of ND may produce whenever it’s necessary to use it. However, until people begin to apply our definitions they tend to overlook the fact that much PD and ND can cause the opposite effects – depending on the time frames – from what is intended. A little poison can be good – a lot of poison is always bad.”

“Andy” Frank said, “as Delia put it, the overview is that ND is just one end of nature’s disciplinary continuum. Nature provides a disciplinary learning experience for every action, one way or the other. We humans have a choice – either learn or be taught. It’s much safer, less frustrating and more satisfying to think, learn and avoid pain and punishment. Maturity means you’ve pretty much learned how to avoid ND – and also how to avoid attracting it by using it incorrectly.

“There are times, of course, when it’s impossible for mortal man to understand all of nature’s RODs – but we can make rules about which mortals should be allowed to enforce ND against other mortals. And experience shows that enforcement needs to be de-emotionalized and institutionalized where the fourth C is concerned. Both individuals and nations can be taught – but it’s better when they learn for themselves instead of having knowledge imposed on them.

“Insofar as your project is concerned though, there’s another POV regarding negative discipline. As Chang puts it, ‘Freedom includes the right to not always have to do as you’re told, or to not think what you’re told to think – plus the right to not have to listen to some other guy’s sales pitch if you don’t want to’.

“No one man can earn freedom by himself. He can come close – he can achieve personal independence – but in the bigger picture he has to have help from all his neighbors in order to enjoy true freedom. And freedom is never free.

“The price we must pay for the help of others is to accept the responsibility of looking out for their welfare the same as they’re looking out for ours – worldwide. And that responsibility must fall on private citizens – not just on their governments. To use the expression I understand you used last night – earning the right to live free requires the ultimate act of selfishness. That’s correct. And failure to live up to that responsibility can attract the ultimate ND – to you and your nation – and to the planet.

“What we want to do is help provide our own nation with a way to discharge that responsibility by making sure our people have greater control of their own government – and that doesn’t necessarily require the application of negative discipline. Just the first C.

“The public can use your IPS process to figure out the details – but it may take years for them to learn it all. The standard rule for implementing a curriculum is that you can’t expect people to self-teach themselves quickly. Memorization isn’t enough. They must learn by discovery and by constantly expanding their awareness, which can be a slow process – plus the program must encourage those who aren’t involved to keep up with the perspectives of those who are making progress. So each generation will apparently have more and more to learn for themselves – when in fact they may have less and less. It’s slow work trying to get people to broaden their perspectives themselves, but each step can be encapsulated pretty much like a headline – so all they’ll need to know will be the general meanings of each step they achieve, not all the excruciating details.

“But there is a sense of priority attached to all this, Andy. Our country – and the rest of the world – may be facing relatively short deadlines as to the future of humanity. We’re afraid it might be much shorter than we’d prefer – perhaps even just a century or two. The power to inflict massive ND on their own people or on their neighbors is in the hands of too many OSL types today. If that requires massive ND to counter the threat – that will require massive ND. And after that we can go back to doing things the slow way.”

Bellander nodded and replied “I can understand why you can be against having big military establishments for individual nations and still endorse having the strongest possible deterrent power for a consortium of nations. You intend to promote positive discipline – but you’re willing to give somebody a punch in the nose to make it happen, if that’s what it takes to modify his motivators. I’d guess you’re visualizing something like the French Foreign Legion for an international army – made up of volunteer mercenaries who like that sort of work, but employed by a worldwide administrative system instead of by a top-down governmental power group.”

“Exactly” Frank nodded. “To go back to your basic question, however – yes, the threat of putting many law violators to death might become a strong possibility in a century or two. There may be a re-definition of what we consider to be capital offenses. It may be that the society of the future will consider all habitual criminals to be expendable, even though they’re only guilty of relatively petty crimes. I doubt that – but I don’t know. I do know I wouldn’t want to be a prosecutor who made a casual request for the death penalty, because that could cause you to face the same penalty if you lost the case. On the other hand, I sure wouldn’t want to be a criminal who received a five year sentence and didn’t understand what he’d done wrong – because that could mean he was going to be put to death at the end of five years for being unreconstructable. But as I say, I’m just making a prediction – I don’t know how it’s all going to turn out.

“The analogy would be like the medical profession practicing preventive medicine instead of just waiting to treat diseases in their advanced stages, which then involves the fourth C. It may sound pretty draconian or authoritarian or tyrannical, or even uncivilized, for the public to look at things that way. At first, anyway. But the safety net would be that each violator – whether they’re the leader of a nation or just a private citizen – would be given the chance to prove they were corrigible. The inescapable point is, though – that we don’t make an effort to give diseases a second chance like that. This is nearly absolute.

“Surveys show that criminals usually feel that about 15% of their prison associates are completely incorrigible. So all I’m saying is that in the future both logic and ethics may suggest it’s better to terminate the existence of incorrigibles rather than bother warehousing them in prisons once you decide they’re not able to change their Quest drives or to stop acting the way they do. Termination due to incorrigibility would just be social hygiene – as well as simple economics. But now we’re talking about institutionalized intolerance here, Andy, which is a very delicate area of ethics. The fact is, I’d also predict

the pendulum might swing too far for a century or two once the public tries to work this out – so we have to anticipate that in our present planning too.”

“How many people currently in prison might be executed if those future laws were in effect today?” Bellander asked. “What would you guess the body count would have been if all of today’s incorrigibles had been executed instead of warehoused?”

Frank gave him a wary look and finally answered “Somewhere between 100 and 300 thousand, in this country. But that top figure – of the people I feel absolutely certain a future society wouldn’t allow to live – is only about one tenth of one percent of the present population. Now I realize that almost nobody in our modern society would even consider death count numbers like that – and I’m not recommending that they do. I’m just making a prediction.

“But I am also saying that future societies would not assume that that many deaths would have a complete deterrent effect. Some effect, yes – but absolute, no. People will continue to commit capital offenses unless the societies in which they are raised give them Quest-reasons not to. Strict laws and death penalties won’t change that. Only more-positive Quest drives will maximize prevention.

“Furthermore, concerns like deterrence and restitution are separate subjects, but the present public imagines a 4C solution can achieve both. That isn’t correct. Laws can’t prevent violations of laws. And the present laws don’t provide prevention of repetition, so that 15% of convicts I mentioned may be too small a number, because law enforcement people say that 75% of violent crimes are committed by people who already have criminal records – and that includes a lot of law breakers who imagine they’re still corrigible.

“I should say that the word incorrigible will take on a whole new meaning – and it might apply to more than just the 15% of the criminal population we’ve mentioned. Eliminating incorrigibles will eliminate repetition of violation even though it won’t prevent new violations. Prevention requires a different solution – education – and while the 4C teaching effect can apply to entire populations as well as to individuals, it does not assure that true education will occur. What I’m saying is that even business people who spend their whole lives on the edge of violating the laws might find themselves in trouble too.

“For example, most stock brokers claim they don’t do insider trading – but many do, and get away with it. It isn’t just a matter of some words written on some pieces of paper. A whole new ethos may apply someday. And habitual lawbreakers may be treated much less leniently in the future. A thief is a thief is a thief.

“Maturity and perspective – built on PD – provide better deterrence than laws and threats of punishment. And as to restitution, there can be no restitution for having taken a life – including killing during so-called sanctioned acts of war. We’ll have to rethink our ethics.

“But people who violate laws due to frustration will be at greater risk of being terminated than people who haven’t figured out what ethical conduct is all about yet. Something like 50% of murders are committed against people the murderers already know. People will simply have to do a better job of controlling their emotions. In the future – motivation definitely will not provide much mitigation. But if the governmental systems are providing justice and protecting equity, revolutions can be achieved through talk, not violence. Both war and crime can be avoided – almost completely. And that’s the way it should be.”

“Who said equity?” Mary asked as she came into the room. “I don’t see it on the screen.” She poured herself a cup of coffee and took a seat, apparently a little annoyed.

They were all silent a moment, then Bellander said “This is all very interesting, Frank, and as Delia said it’s mostly just a matter of common sense, but it’s still more descriptive than prescriptive – and my follow-up question was going to be ‘Will sweetness and light work on terrorists and repressive OSLs?’. There’s certainly a matter of time economics involved there. In just the month before I came out here there were a dozen news reports of large groups of people being imprisoned or killed for political reasons – plus bombings, rapes, unspeakable torture, burning of villages and all sorts of carnage. Things being fretted about by the diplomats and politicians but otherwise sort of being ignored as far as corrective actions were concerned. What can be done about things like that?”

“Phase Two will be trying to address things like that, Andy” Delia said, “and there is no quick-fix answer. The answer will be two-part, as we have indicated – PD for long term, ND for short term. But it will require a worldwide consortium of governments which are controlled by the people they represent – people demanding ethical conduct.

“As we’ve mentioned, the ND part will require an international police force – which might function differently from what you’ve imagined. Far and away the major part of the force would be investigatory – the detective-types who build the cases and bring the charges – and that will probably include as deputies the investigatory reporters who represent the worldwide counselor agency and the regional CAs. Plus there would be a special group – supported by an international army on an as-needed basis – which would be specialized in taking people into custody and turning them over to the international judicial authorities.

“It’s analogous to any local police agency, except scaled up to international size and operating under a somewhat different paradigm. The paradigm is that it must clearly answer to the people, not to the politicians. By that I mean that if the consortium was made up of OSL-run countries, they would see to it the policing function would fail. And there must be both internal and external ND penalties in place.

“It’s important that the international army be used only as a supplement to the custodial task force of course – as a backup to the legal system, in the same sense that local law enforcement groups can assemble a posse if one is needed. But the concept of posse comitatus is a very dangerous one – one which would require strong ND to keep it under control, regardless of how noble the troops feel their mission is. The problem to be

avoided is that you must not allow people who are emotionally involved in the investigation or the capture to be the ones who pass judgment, because those people tend to want to enforce a fourth C solution of their own – and an army is apt to be even less lenient. A legal system requires that judgments be made by unbiased third parties – and that requires careful enforcement and carefully argued considerations of facts.

“Military commanders, who are trained to believe the end justifies the means, and who have specific objectives, don’t appreciate political considerations – and that’s how police states come into being, Andy. The system must prevent such people from gaining control over society’s functions.

“That’s also why I have said the counselor agency investigators and the police investigators should only be detectives who report the violations and why their conduct – as well as that of the custodial force – should be controlled by stringent ND.

“International police procedures would be rather straightforward where OSLs were concerned. You’d build a case, bring charges and take them into custody. It might be done peacefully – or it might take a minor war, considering that the OSLs might have plenty of supporters and weapons, and that all their decision makers and implementors might have to be taken into custody too. But those would be instances where the source of power was identifiable and attributable.

“Taking terrorist leaders into custody would follow the same procedure, but their sources of power are less obvious. The investigatory and custodial actions might be spread all over the world, not just focused in one country. As you know, terrorists hide among the innocent, plus their apparent immunity to negative discipline inspires copycats. The two/factor of that situation is that the stronger the ethics of the policing officers, the more they will be tempted to use a fourth C solution of their own on the violators.

“In either case it would be possible that large numbers of innocent people might be hurt or killed in the efforts to stop the violators and take them into custody – and that fact would provide a first C reason for innocent people to report incriminating information to the investigatory arm of the international police as early as possible. You definitely wouldn’t want to be caught in the middle of a custodial action – so you certainly wouldn’t want to harbor violators or potential violators and risk being gunned down alongside them.

“But it won’t be the same as being afraid to squeal on a local gang, where only the local police can protect you, Andy. In the situation I’ve just described, an innocent party would face the threat of ND from the OSL group on the one hand – versus the absolute assurance of ND activity on the part of the international police when a custodial action occurred. We’ll have to make certain the civilian population is protected.

“That situation will require that we provide a safe way – a sanctuary, probably via the Internet – for people to report criminal activities that require investigation by either local or international police. But tips and leads won’t build a court case. It is very difficult to

build evidence of individual wrong doing – such as building a case against a member of a criminal gang, for example, where citizens face death threats and intimidations of all sorts. We need to first get around that ITND shield that individual criminals enjoy – because that’s where you nip potentially dangerous individuals or organizations in the bud. An international police force would just be an extension of the way local police forces operate – and a safe reporting system is the way citizens could help prevent ITND situations and misuse of power by criminals – or by all types of law enforcement groups.

“I know that what I’ve just described could lead to the sort of police state where all citizens were expected to inform on each other – which is why we need your system in place first. A strong democracy – and open reports of its activities, made by unimpeachable reporters – is the only defense against having too much power fall into the hands of any one governmental agency or terrorist organization.

“I’m not making myself clear” she said with a frown. “I was thinking that the citizens are entitled to see public reports of violations of institutionalized power – whereas the police could keep reports of criminal activities secret until a case was completed.

“But in the end I’m saying that an international police force should function exactly like a local police force. It’s just a matter of scale – and criminals are criminals, regardless of the scale of their operations. So we simply must find ways for the citizenry of the world to keep control of an international police force the same way they keep control of a local police force – and at the same time they must aid those police in securing their own protection. Citizens simply cannot leave everything to the government – because if they do the system will control them instead of them controlling the system.

“The citizens must stay involved – and your project is the key to getting them to do that.

“Once a few examples of knocking out criminal gangs or toppling despotic regimes are on the books, innocent parties will realize it is far and away in their best interests to nip potential problems in the bud. As my elders used to say – the good people must look out for the good people, because nobody else will do it for them. But private citizens must also know they have a way to prevent corruption in their policing organizations, either local or international. All that illustrates why it is so important that your project be used to keep the people in charge of the government instead of the government in charge of the people. The decision makers must not be immune to the ND of the people. Officials can be allowed to make discretionary decisions – but not initiative decisions. And the four corollaries must be in the hands of the people – and in the hands of removable surrogates.

“It will take a long time for the world to get to that point, Andy, so that’s definitely not part of your project. The first thing that’d have to happen would be for the major countries allow their citizens to be in charge. Then they’d have to cooperate in creating international counselor agencies – ‘implant rationality’, as we’ve been calling it among ourselves. Then they’d have to devise a more comprehensive set of international criminal laws and a no-nonsense judicial system – and then, and only then, should they create such

a comprehensive policing structure. The IPS planning format will guide them toward those goals – and we’ll also need to assure free news media, to maintain public awareness – but I think it’s safe to say that system may cause future decision makers to make decisions today’s officials might find very surprising.”

Bellander nodded and thought a while, then said “But we can’t prevent anonymous false or irrational messages on the Internet. What could we do about the people who post information about how to make bombs or poison gas or weapons that’ll pass through a metal detector? And what if a criminal organization sent in ten thousand false leads, to tie up the investigators? We might make them all co-responsible for the harm they cause to third parties – that wouldn’t be much help to a third party they’ve already injured.

“Can we achieve prevention in those cases? Are you suggesting exceptions which would justify a governmental preemptive strike, or a violation of the right of free speech, or an invasion of privacy? And who should society allow to actually initiate the preventive action – the local government or an international agency? Is a local society a law unto itself? These are things written laws just can’t control. Only the people themselves, and their cultures, can do that.

“How can any of them do anything about a lack of truthfulness?” he added. “In this century or any other? It’s one thing to report truthfully on what has already happened, but it’s another thing altogether to project results on what might happen. And be right.” He and Talia exchanged concerned glances, but she only smiled at him.

“As we keep saying – communication and education, over time” Frank replied. “Negative discipline is a very limited tool – certainly not the tool of first choice. In the long run it’s the least time-effective, even though it appears to be the fastest. But you’ve now switched to preventive planning, Andy.”

Talia smiled and said “The implied warranty has to do with guilt by promulgation – not guilt by association. Promulgation might justify intrusion, but proving intent opens a large gray area too.”

“I’m afraid I still don’t see how you could enforce ND there” Bellander said.

Nik chuckled. “You probably can’t do much about controlling communications, Andy. And you shouldn’t, because open communication is more important than censorship. The investigators will definitely face a major problem there – but we’ll have to leave it up to them to solve it. That’s why they can’t keep the porno stuff off the Iway. What you have to do is get a larger percentage of the public to think for themselves.

“God, that sounds vague! But don’t overlook the first corollary where commercial communications are concerned. There are ways to control the commercial stuff.

“For example, we could pass a law which said each TV show had to be introduced with a source ID like ‘Joe Smith, chairman of XYZ Network, proudly presents American Championship Mud Wrestling’. Or maybe the attribution would read ‘John Jones, chairman of Amalgamated Poobah, which owns station XYZ, proudly presents an action series on people who are preoccupied with their crotches’. That might make the guys in charge a little more sensitive to what they were pushing. It might generate audience but it might also make some of the advertisers a little more cautious. I admit that’s guilt by association, but it’s also guilt by promulgation because nearly everybody’s reason-why for supporting that kind of crap is simply to make money – while claiming that’s not the case.

“By the same token, a movie or a video could have a similar intro. You could bet the news media and the humorists would have a field day paraphrasing those descriptions. Things like that could have an effect. And pretty fast, too. You don’t have to worry about the kids seeing that stuff. If you treat the kids like adults they’ll be the first people to sound the warning that something is crap and not worth spending money on.

“The problem with the Internet is that even if you prove attribution you can’t necessarily hurt them commercially. That’s just freedom of expression. But if you could prove promulgation you could at least let the rest of the world throw flaming spam at them.”

Warming to his subject, Nik continued. “But imagine a movie promo which, in the name of honesty, was required to read ‘Sam Smith, chairman of Exciting Pictures, Inc., proudly presents a riveting drama whose objective is to depict how lust, brutality and unethical behavior can make lots of money for the studio even though it corrupts the minds of our dimwitted citizens’. Sort of like the warning label on cigarettes.

“Sam’s legal guys would claim that artistic license and the redeeming virtue of informing the public gave them a right to produce such shows, so you’d have to let them produce them – and you’d have endless arguments over censorship and such in agreeing on the politically correct description. But a bit at a time you’d begin to cast a stigma on the people who associated themselves with it – especially once the news media and the comedians started writing their own funny descriptions. It really is possible to get the public to think, Andy – increase their perspectives a notch or two. It really is.

“Commercially speaking, what you need to do is to hit the crap pushers below their money belts. Do you think that movie would have reruns on cable or network TV? It might get one introductory shot at the box office and a little play from the sleaze video and cable guys, and that’s it. The insecure personality crowd would support it and idolize it and form a cult around it, of course, just to show their independence – but if the net net would be that it would lose money, that’s a bigger crime to the producers than trying to corrupt public morals would ever be.

“So, a bit at a time, the guys who put up the dough would begin looking for writers and directors who weren’t just trying to justify their own lack of morality by promoting sensationalism and calling it artistic expression. And a bit at a time the insecure

personality crowd would shy away too – and all you’d have left would be the dilettantes screaming artistic expression, and even they’d grow weary of that cause over time.”

“You’re just looking at production costs and profits, Nik” Delia said. “It doesn’t cost much to put trash or false information on the Internet, so ND that affects you wouldn’t touch the people Andy’s talking about.”

Nik grimaced and nodded.

Frank jumped back into the discussion, saying “The problem is not really just attribution as to the source, Andy. It’s attribution of purposes. You start out by defining – and publicizing – purposes. I can imagine that in the future the government might have an ‘Office of Attribution’ whose job was to write imaginary Statements of Purpose for such stuff. They couldn’t prevent its being published – but they could attach their own opinions as to why it was published. Then the public could compare the government’s reaction to the message itself – and decide for themselves who was, as Nik says, ‘righter or wronger’.

“As Talia said, there really is a difference between information and promulgation. And you don’t need censorship so much as you need to stimulate careful examination.

“There can be no justification to try to limit freedom of expression unless it’s inciting violence, but intentions can violate the implied warranty. Nik almost clarified the concept when he said ‘The objective of the movie’ was such and such. And you can impugn anonymity by attributing supposed purposes. That’s touchy, of course, because it can be misused – also anonymously. That would be a flamethrower’s heaven.

“But if you go back into America’s early history and read up on the battle between the federalists and the democrats over how the government should be structured, you’ll find that guys who supported the Constitution actually put publishers in jail for saying exactly what had already been written into the Constitution. It takes a while for change to occur.

“But, in the distant future, I think they’ll allow anybody to publish anything, anonymously, and allow anybody to read it – and then the effect Delia mentioned will take over. People will read how to make a bomb, and then they’ll start wondering what would happen to them if one of their acquaintances started talking about actually doing it – and they’d probably report such talk to the police investigative group just to try to assure their own personal safety. That’d help IID the potentially criminal element – and the first C applies.

“What I’m actually saying is you can’t expect to shut down the crotch-video peddlers or to shut up the TV muckrakers or the drive time radio ravers or the change-through-violence crowd – and you can’t stop a responsionally oriented public from spending money to support them. Not directly anyway. Any point of view that suggests relief from the frustration of unsatisfied Quest drives is going to make money. That’s sort of self-imposed secondhand ND. What you’ve got to do is show the public there are better ways to relieve frustration than sending money to some loud mouthed WOW character or

jumping in bed promiscuously or blowing up buildings or running around shooting at people. ND isn't the only way, and certainly not the best way, to prevent that – so long as there's a chance people can and will learn. The only other options to education are anarchy or totalitarianism – and history has proven they don't work either.

“Hitler's actions would have justified a preemptive strike against him, but probably not just his words. All OSLs lie to camouflage their true intentions. Attribution of purposes clarifies objectives – and actions.

“And, in the same way, attribution of a politician's purpose for lying or misrepresentation would help explain his real objectives. However, as we've agreed, trying to do that results in a reverberation effect of charges and countercharges which really doesn't settle anything. That's why you need to get politicians to declare their purposes – so you can examine their objectives immediately – and why their failure to do so should be grounds for suspicion on the part of the public, once the public adopts the IW concept. Besides, that failure will make unintended objectives – and consequences – stick out like a sore thumb. But my point is that the fourth C isn't the only way to respond to such challenges.

“We already have the legal precedent that words are equivalent to actions if they cause actions, don't we? You cannot incite to riot – especially not where other solutions are available for causing change. You cannot yell fire in a crowded theater. Et cetera. So, while we may have to continue to allow people to publish information about how to build bombs or make poison gas or grow harmful bacteria, we don't have to allow them to incite others to use that stuff, even by inference. By that I mean that the implied warranty says that if you make a movie which shows a neat way to kill a stadium full of people, and some nut actually does it – we think all the decision makers connected with the movie should be judged almost as guilty as the nut. Just showing that justice should prevail in the end should not be mitigation. In fact, the nut might cop an insanity plea and semi-escape, while the rest of them shouldn't and couldn't.

“The concept of discipline may be abstract, but the main purpose for any and all actions should be to reinforce PD – and to neutralize ND, because ND is the natural tool of choice for responsionalism. That's what we must stop, some way, some how, some day. We must learn to control the effects intelligence can produce.”

“Let me go back to the implied warranty thing, Andy” Nik said. “Too much of what's supposed to be news reporting today is either editorializing or outright fabrication – and both are intended to build an audience for commercial purposes. And if a so-called reporter is trying to sway opinions and build audience by doing that – I want it to be out in the open. If somebody puts words in my mouth or twists what I've said – I want to be able to hold them accountable for misrepresentation – something similar to libel charges. Nearly everybody in the news business today is really in a commercial business, and their job is to build audiences because that's where their money comes from – but I say that they aren't entitled to put out bullshit just to make a buck and then claim immunity to

negative discipline under freedom of the press. The Constitution doesn't entitle you to lie or try to secretly influence opinion just so you can make money doing it.

"Delia and I are public figures – me through TV and videos and her through movies and lending her name to charities – so I guess we're fair game. But Talia has never taken a public position, and she's always kept her life private, and when the first magazine tried to do an unauthorized story on her – we hit them where it hurt. Now I grant you they were trying to do a very favorable story, and their purpose was nothing to get mad about – but we had our lawyers inform them that we were going to sue for invasion of privacy. We took the position that they were a commercial business venture and they were intending to use a story on her private life to gain readers and promote their circulation – for a profit – and since they didn't intend to pay her an advertising endorsement, it was pure invasion of privacy. Our real purpose was to keep the crazies from letting their imaginations get out of control and stalking her. That's a little different from the implied warranty perhaps, but the fact we made them back away from the story is proof that money was behind it. There was no inherent overriding public need to know anything about her.

"So I say that, at a minimum, the first step toward the implied warranty should be to make it possible for somebody who was misquoted to sue a reporter for 'misrepresentation for commercial purposes' – in other words, misrepresenting that person's reputation to boost audience without paying an advertising endorsement fee – and if the plaintiff wins, they should recover their legal expenses plus there might be an equal amount paid as a fine into some general charitable fund. I feel very strongly about the plaintiff recovering the cost of taking action, but I'm not too concerned about having a punitive fine because the bad publicity would probably hurt the reporter more than a fine would. That doesn't mean that all of a reporter's sources who regularly request anonymity would suddenly dry up – but it does mean each reporter would be wise to record whatever they tell him or her. They could still keep a source confidential if they didn't mind being hung out to dry all by themselves – but playing the word-twisting game might become a very dangerous habit..

"The problem is that a misstatement or a misquotation does more than possibly cause damage to the person who is supposed to have made the statement – it leads the public to draw wrong conclusions and to do and say negative things as a result. The purpose behind a reporter's doing it for commercial reasons is the key – the fact of the matter is all that counts. And the negative impact on the victim can never be fully corrected. You should see our collection of tabloid and broadcast stories about Delia and me – and I'll damned well guarantee you that a lot of people have wrong impressions of us as a result of that crap.

"But once it could be viewed as an effort to defraud – I would think if a party claimed they were misquoted in a significant way, and could then prove it, it should be treated as a violation of the law. Not just for damaging their reputation, you understand – but for using their name for commercial purposes and not paying for it. Truth in advertising.

“And to prove that I’m right, you’d note that the people from public radio and public TV – the people who have no commercial reason to pull that kind of stuff – aren’t on any of our lists. It’s just been the guys trying to make a buck any way they can.”

Nik stopped and grinned then said “That’s different, isn’t it? But the power to influence opinions can never be taken lightly. Freedom of the press carries greater responsibility than the news media have been conditioned to admit – and they’re claiming too much immunity to negative discipline.”

Everybody fell silent for awhile, then finally Delia said “I’m sure you’re becoming impatient with all our philosophizing, Andy, but we’re not trying to get you to include all that in your planning. ND is a fact of life and has to be considered – but we’re not saying you have to discuss it – and we definitely don’t want to give the impression we think a government should be driven by negative discipline.

“We do want you to convince the public there’s not always a need for punishment if somebody tries to do something right, and fails. If that happens, you just need to lay the facts on the table and try again. And that will happen, even with the best planning, but the goal is to try avoid wasting time – not to find fault with someone for trying.”

Mary finally spoke up. “International relations has always been a poker game between leaders, Andy, and we’ll be taking some of the fun out of the game for them – causing them to lose some impindor proofs. There’ll always be gamesmanship, but we think government can be more of a science than a game if the citizens are calling the bets. You don’t need big-ego big shots gambling their countries’ futures on how well they play poker. We’re not talking about a dream world – we’re simply talking about a world that uses a little more logic. And we think that world is in sight. It’s in sight.

“There’ll always be times when you have to meet power with power. That’s a given. But think of our ideas as a analogous to building up an immune system to combat a disease in the body. You just expand the concept from one individual to a whole nation, and then from many countries to a worldwide organization. Or better yet, what we need is sort of a world government organization that’s set up to function like a hospital – a hospital that’s empowered and required, by law, to perform preventive health maintenance as well as treat new cases, and therefore try to protect the world’s health before a disease strikes as well as treat it after it strikes.”

“And to go back to your earlier question about what to do about OSLs and terrorists, Andy” Delia said, “think of them as the difficult, long term cases every doctor faces from time to time – except that the time frame for effecting a cure may take two or three generations in some cases, or more. Old hatreds sometimes die hard – but while you’re working on curing one patient you can minimize contagion and act to prevent epidemics. That’s just positive discipline at work. Social hygiene.”

“Worldwide communication – especially electronic communication – can make OSL abuser groups answer to their own populace in ways that weren’t possible in the past” Nik stated firmly. “And abuse of ND can’t stifle a universal perspective – but ND, supported by a universal SingOP, can stifle misuse of ND. And, speaking of ND – I’m hungry.”

Frank, who was obviously impatient to jump into the discussion again, smiled and kept his mouth shut.

Causes & Effects

They ordered sandwiches, and the conversation became more general as they ate, then Frank said “Let me try to show you how all the stuff we’ve been discussing earlier begins to tie together”, and turned toward the control console.

“Don’t, Frank” Delia said in a friendly but very firm voice. “I don’t think we need to go into all the details the cause and effect charts cover. Let’s just describe them, and what they represent, and keep the discussion brief. I suspect Andy already knows most of it.”

She turned to Bellander and said “Let’s talk about behavior modification – or motivational modification – Andy, not just negative discipline. ND is invariably corrective while MM – motivational modification – just as often refers to enhancement as to correction. Frank has developed two complementary charts to help suggest what actions should be taken.

“His first chart illustrates personality styles of normal populations – a topic I know you’ve already studied in psych courses or seminars in one form or another. We refer to it – and others similar to it – as an ‘effects’ chart, and we refer to his egonition chart as the ‘causes’ chart. You’re familiar with personality style charts, aren’t you – the ones which help you adapt your actions to match someone else’s personality?”

Bellander nodded. “Two or three versions” he replied.

She pressed some buttons and new text appeared on the screen.

Styles & Traits

<u>Style</u>	<u>% Pop.</u>	<u>Traits</u>
<u>Dominating</u> [directs too much]	10%	<u>imposes motivation</u> – dictates direction forceful, quick to react, quick to offer solutions, assertive, aspires to lead, overconfident, direct, competitive, egoistic
<u>Influencing</u> [talks too much]	20%	<u>fles disciplined</u> – interacts with others talkative, emotional, sociable, optimistic, adventurous, self promoting, weak on details, pretends to have strong ego
<u>Receiving</u> [agrees too much]	35%	<u>self disciplined</u> – stabilizing influence patient, develops special skills, finishes jobs, listens well, loyal but dislikes conflict, not egoistic or demonstrative

Following 35% accepts motivation – overly cautious
[questions too much] conformist, well prepared but needs time to think, critical,
sensitive, ethical, conscientious, non-confrontational

“As a matter of fact” Delia said with a smile, “I know you’ve used this same general approach quite a bit. But let’s review Frank’s version anyway. It ties in with his second chart – although not as tightly as I’d prefer in terms of actually planning to try to modify others’ motives.”

“Would you like to explain this one?” she asked, and Frank’s enthusiasm returned as he pointed to the screen.

“As you know, Andy” he said, “most personality evaluation systems draw a four cornered square, put a label on each corner and try to give the impression that their matrix is precise – but it can only show tendencies. People have a mixture of traits. That’s why we like to call this the DIFR chart, which suggests that it shows personality differences. What it doesn’t show, though, is the influence of the Quest – because the Quest influence can make an otherwise stable personality act totally irresponsibly.

“You’re probably used to seeing the groups called dominators, conformists, influencers, practitioners and the like – or seeing their traits described with words like compliant or patient or stable or disciplined or quality-oriented, et cetera.

“Now those are all useful descriptions – but I was interested in the sources of both discipline and motivation, so my categories came out like this” he said, with another gesture toward the screen. “When you put mine into the usual matrix format, the Dominators and the Followers are on opposite corners – which means the Influencers are opposite the Receptors. That’s about what you’re used to, isn’t it?”

Bellander nodded, then said “But Receptor is a new term to me”.

“I chose that to indicate that they’re good listeners – good at self training, but they’re people who tend to form their opinions based on what they’re told instead of reaching their own conclusions. They make good friends. They make good soldiers – even though they prefer to avoid conflict.”

“They’d be the most stable group?” Bellander asked. “But they’re also the ones who would be the first to act – the first ones to volunteer to join a posse?”

“Right” Frank answered. He glanced at Bellander briefly, then said “And the systems you’re probably used to tend to divide their matrixes into sixteen sub-areas, each describing various flavors of basic styles. I can do that too – but I’m after something else rather than just trying to make finer and finer distinctions among personality types.

“Now please note that my first distinction is about who imposes or accepts motivation in an individual sense – hence I put the Dominators opposite the Followers in my matrix – and I think those direct givers and direct takers account for about half the population in terms of primary traits. Can’t prove it, but that’s what my observations suggest. They tend to have a sort of a master versus slave group relationship.

“The other two quadrants relate to the broader sources of discipline which impact the rest of the people. One group, the Influencers, being more sensitive to public opinion and the other group, the Receptors, being more independent of public opinion. Now that’s probably different from what you’re used to, but what I’ve actually described are four sources of disciplinary influence – as represented by four general types of personality.

“And, as I’m sure you can guess, the Influencer types include sales people, advertising people, preachers, politicians and PR people – types who are not famous for being self-disciplined thinkers – in other words the hi-frax word aficionados, who tend to use jargon even when they try to use lo/frax. The Receptors, on the other hand, are usually users of lo/frax regular words who turn to slang for hi-frax, and they’re better at disciplining themselves although they’re receptive to having their opinions influenced by others.

“And as you can see, that divides the population just about half and half – which is a fact I would have absolutely no way of verifying without years of field research, but which my intuition tells me is fairly correct.”

He grinned broadly and continued. “As with the systems with which you’re already familiar, it’s simply a useful way to compare the propensities toward personality styles in the behaviors of normal people.”

Bellander nodded and Mary said “Ever meet one of his so-called normal people, Andy?”.

Frank grinned and continued. “So OK. And you already know that the side between the D and the I usually includes the natural leaders, while the side between the R and the F usually represents followers in general?”

Bellander nodded and Frank smiled with satisfaction. “And the side between the D and the R represents what Delia calls the challengers but I call the rejecters, while the side between I and F represents the accepters?”

Bellander nodded again. “I’ve seen lots of similar variations and interpretations.”

“I’m sure you have” Delia said as she glanced at Frank with amusement. “Our sources tell us that you have medium high D and very high I scores, Andy, with R and F scores slightly below the average – which puts you in the so-called ‘Achiever’ category. Right?”

Bellander smiled and replied “I understand that the scores change depending on the mental environment at the time you are measured. You might have one set of scores if you were

measured in a work environment and a different set of scores if you were measured in a social environment. But, yes, I have shown hi-D and hi-I scores in three work related testings, and yes, I have been told that I usually show an achiever pattern.”

Delia gave him a friendly nod and said “We knew you knew all that, Andy – so, frankly, we’ve been wondering how somebody with a hi-D score would keep letting us rattle on and on about all these theoretical ideas without challenging us more often.”

Bellander grinned broadly and said “It’s the hi-I. I admit I do sometimes get impatient. Reminds me of when I used to have to sit through philosophy classes that didn’t interest me. But the scope of my overall project is so big that I want to soak up every little nuance of what’s behind it. I don’t want to base any of my conclusions on assumptions.”

“Good” Delia replied. “That means that in this environment you have a higher R score than we expected. But you don’t need to soak up every nuance of our systems. In fact we’re probably going too far. For example, Frank used to give lectures on the subject of negonition – which is just the negative aspect of egonition. He started out talking for two hours, then we got him down to one hour, then down to thirty minutes. I’m sure that some enterprising scholar could build a whole academic career on just trying to massage that subject to death, while all they’d be doing is trying to define a hi-frax word – an interesting but basically rather pointless exercise. Now, in spite of his objections, we’ve convinced him to just discuss it for a couple of minutes in passing.”

Frank gave a slightly rueful smile, and Delia continued. “But you’re holding out the right to challenge us, Andy. That’s good. We welcome that.”

“I’ve been waiting for that, Bellander” Mary said. “Her reports weren’t showing anything but milktoast and you were beginning to worry me.”

She and Bellander exchanged conspiratorial grins as Frank went on enthusiastically.

“And you know that a military officer’s strongest personality traits tend to fall into the D quadrant, while a politician will tend to have his strongest trait patterns in the I quadrant? And I assume you agree that, among the followers, the hi-R group tends to be the gang that’s willing to accept authority with flaming loyalty, or to challenge authority with flaming resistance, depending on what ideas have captured their attention at the moment. The student radicals and the cult militias are usually hi-R with a low Q score, for example – while the hi-F gang will go along to get along, regardless of their Q score. You see – Q scores are missing from the systems you’ve been using, but we can often extrapolate them from the DIFR chart.

“Visions and idealism and N/W/Ds and Quest drives get all mixed together in the mind. Everybody is actually a combination of traits from all four quadrants, but knowing a person’s predominant patterns can help you decide how to interact with them – and with this system you can also judge what kind of discipline might be most appropriate in

stimulating a change of motivation. I'm certain you fellows in the diplomatic corps use that first kind of knowledge constantly – and would love to have access to the second.”

Bellander smiled.

Delia glanced at Frank and said “See? Are you finally convinced we’re just reviewing things he already knows?” Frank nodded agreement, but Bellander caught a hint of disappointment on the usually cheerful face.

“Aside from the problem of deciding who should administer ND, Andy” she continued, “there is the overall goal of not wanting ND activities to dampen hope and imagination and creativity – which, in addition to logic, are the most important factors in creating successful initiatives. So that has to be included in estimating the effects of ND on these various personality styles.

“And as it most affects your project, Andy, the members of the Congress are typically hi-D and/or hi-I personalities – people who are accustomed to making things happen, either by their force of personality or by their sales ability – who have been thrown into a go-along-to-get-along environment. In other words, the system is forcing them to live, think and conform unnaturally, according to the kinds of rules structures hi-Fs usually prefer – so, naturally, the politicians try to find ways around the built-in frustration the system causes them. That’s one BB of their problem – and of your problem.

“You’re trying to give executive responsibility to that super-frustrated group! One of your first goals should therefore be to try to find a way to relieve some of the frustrations they’re feeling because of that unnatural environment. Those personality styles simply can’t do their best work under those conditions – and, as I’m sure you also know, those are the personality styles which make the best surrogate officials.

“Have you fellows done analyses on the members of Congress?” she asked with a smile.

Bellander grinned and said “I respectfully decline to answer that on the grounds that it might tend to incriminate me” and Delia’s smile broadened even more as she continued.

“Their hi-D traits tend to make them impatient, which causes frustration, which can cause fool/factor in their own work and make them do outlandish political stunts to get attention or attempt to meddle with the work in the Executive branch agencies. Unfortunately, as Frank has pointed out, they’re only human – and you’re planning to ask them to think like the executives they potentially are, but with minimal operating power – and in a system that is absolutely inimical to their personality traits.”

“I think I also need to help you clarify something else, Andy” Talia said. “One thing I haven’t heard you say you’ve considered is the fact that your Objectives Report will list so many goals that it’ll tend to confuse the voters. You’ve said that the Congress should probably limit itself to just a few purposes and sets of related objectives from the CA’s

annual list. What I haven't heard you say that the public should probably limit itself to choosing three or four categories of purposes from that list and let the Congress decide which objectives to address under those purposes. That's critical, because if Frank's right – and we think he is – at least 70% of the population is used to having other people tell them what to think when it comes to politics. They're not decisive.

"To be honest, our workup left that factor to the members of Congress. We expected them to find out for themselves what their constituents preferred – perhaps through surveys – but if you can think of a better way, include it in your plan.

"That tendency toward being indecisive is the reality – and it stretches the time lines for initiatives further and further, you see. The Objectives Report will be a reference list, not an action generator. The Status Report will be the action generator – but it's problem-oriented, not initiative-oriented. Your program will have to accommodate all that."

"I've thought about it a little" Bellander replied, taking the opportunity to study her face, "but I haven't figured out how to resolve it. It may be something we can discuss between ourselves, later. That ties in with why the UN purposes and objectives are often weak, doesn't it? They're set by WOWs who don't share a singularity of perspective themselves – and who tend to be indecisive because they don't have the power to make decisions – and who don't have the commitment of their bosses or their constituents to back them up. Right? Plus the UN members are immune to ND that might force them back on track.

"So I guess we've established that there's room for a million different religious beliefs in the world's population if all their followers share general beliefs in truth, justice, ethics and equality. And you've just about convinced me that using the IPS format can eventually get people to agree on Ps-and-Os. But are you saying a government has to be based on purposes, and only its Op system based on objectives? That's not where I thought I was supposed to be going."

"That's a little bit loose, perhaps, but in the right ballpark" Nik said enthusiastically. "Now we're making progress again! What we've been hinting is that where initiatives are concerned, the public should choose the purposes and the members of Congress should set the objectives and devise the strategies – or even leave the strategies to the Executive branch. But on the cascade chart, the Congressional objectives are equal to the OpSys purposes over in the next column – so you want to make damned sure that Congress is setting goals of their own instead of leaving all the goal-setting to the implementors."

"Well, yes and no" Talia said, "that's correct – but not quite the point I was making. What I had in mind was an earlier comment on the duties of staff officers and line officers. I want to be sure you realize that, as far as government is concerned, both the public and your experts in the counselor agency will be the equivalents of staff officers – who focus on overall purposes and strategies – while the Op system people must focus on objectives and tactics. And, in our government, the surrogates – both the legislative and the executive people – are sort of caught in between. So you'll be asking the legislative

people to wait for orders from people who are hesitant about giving orders – and the next tier on the cascade chart have the same problem, doubled. Had you resolved that yet?”

Bellander shook his head and looked at her quizzically.

“My mind’s been on other things” Bellander said. “Let me give you an example of the sort of things the people in the diplomatic service have to contend with. They aren’t the sort of problems your FOVs have been asking you to solve – and they aren’t the sort of problems our voters or our members of Congress can solve with legislation. You’ve been telling me the members of Congress are the equivalents of CEOs – but I can’t imagine what kinds of initiatives could deal with problems like I’ve come up against.

“Are you familiar with the Kanun – the folk law blood code that governs vendettas in Albania, where a murder absolutely has to be repaid with a killing, either of the murderer or a member of the murderer’s family? And then that family then has to do the same thing in return – and there are all sorts of rules about how you can and can’t go about the whole process? That sort of thing causes all sorts of long-lasting hatreds.”

None of the group responded, so Bellander continued.

“It has to do with family honor, and Albanian folk law has followed that blood code in spite of four centuries of RLBs imposed by the Turks and half a century of rules imposed by the communists and the Albanians’ ethnic neighbors. Since the Kanun is uniquely their own though, the Albanians see it as part of their cultural identity, something that sets them apart from the guys with the guns who keep seizing power and dictating RLBs to them. It’s not logical, but none of them knows how to back away from it and let the law handle things, even though they now have a let’s-pretend democracy. Trying to talk about purposes and objectives to those people means contending with their culture – their national impindors – and no amount of diplomacy can change a culture.

“But let’s pretend they now have democracy, and let’s pretend they’re going to institute fair laws and justice and let the government handle such things. How many generations do you predict it will take before they’ll totally toss the belief in the Kanun out the window?”

There was general silence for a few moments, then Delia replied.

“Cultural memories die hard. There’ll undoubtedly still be people who refer to it to justify their actions three or even four generations later – pretending old impindors represented noble traditions, because they can’t find any modern impindors of their own. We understand such things, Andy, but we’ve come to believe that the solutions to such problems must be much more basic than the techniques of the past – those of the kings, lawyers, diplomats and generals – which have all failed.”

“Anyway, that’s an example of the kinds of thing I’ve been thinking about” Bellander said. “Killing people is just taken for granted as a solution to frustration in many, many parts of

the world. It doesn't seem to matter whether it's economic or religious or political or social frustration behind it either. I can see where we might change governments, but that's why governments have so much trouble trying to control terrorists – all the diplomatic agreements in the world can't stop them. You can't stop them with organized international authority. And I really can't see where a democracy and the IPS can either.

“Once an impindor has taken hold that deeply, you can't change it by just imposing international laws – or by trying to show them how to plan more logically. They know in their hearts it's illogical, but it seems logical to their Quests. And I can't see anything in Phase One or Phase Two being strong enough to change those things either.

“The U.N. started out with 149 member nations, and now it has 185. There are nearly 200 nations in the world – and I agree it's quite possible there's going to be more and more sub-dividing of big nations into smaller nations – and each will have its own unique culture. I'm very dubious as to whether or not we can get all of them to agree on purposes, let alone objectives. Cultures may change fairly quickly, on the surface, for any number of reasons – but, as Delia said, cultural beliefs die out very slowly.”

“We'll be the first to admit this whole thing is an incremental process, Andy” Delia replied. “Responsional thinking and Quest beliefs have been the key to survival for at least 250 thousand years, and we can't offer a quick fix. But we can start new time frames. We'll often have to use paper tigers to get people to defeat imaginary mutual enemies together. War could do that, but that wouldn't satisfy our purpose. The ins and outs of politics, economics and international trade can serve as better catalysts. ‘Full bellies and fair treatment outweigh cultures and preachers’, as Nik keeps saying.”

Bellander thought a moment and said “Will the brothers-in-arms thing neutralize cultural hatreds – or will it just create new affiliation hatreds in new, larger groups and polarize everything all over again? Plus a success like that would only touch the people who got involved, and the rest of the world would still be left back in the 20th century. Wouldn't it? Isn't that what you're saying you want to avoid? And won't the coming generations, who didn't get to participate in the action, keep trying to re-ignite the same old battles all over again to prove they were worthy of earning the same honors their ancestors earned? And do Frank's charts address any of that?”

“Yes” Delia answered, “and no, and maybe yes, and probably, and yes, and yes, and no.”

Talia laughed and Bellander frowned and said “Sorry”.

Delia smiled and continued. “Frank calls responsionalism the disease-in-our-genes, inherited from the stone age – and that's probably accurate. But responsionalism is at least close to the conscious level of awareness, while the Quest exists deep in the psyche. We want to minimize responsional thinking at all ages and at the same time we want to capture the imaginations of the young as to what impindors to choose. The key to each of those doors is in the fact that each mind has an innate sense of logic.

“What we need to do is introduce what could be called a counter-disease – the creation of new heroes who lead the way, with logic, toward the achievement of great objectives. In other words, heuristic learning can proceed indirectly, with the help of symbolism.

“You can ask children if they enjoy seeing a lion kill a baby gazelle in a documentary, and they’ll say no. Then you can ask them if they enjoy seeing one man kill another man on TV, either in a drama or on the six o’clock news – and they’ll have to think a moment before they say no. That’s the effect of conditioning. But that conditioning can be changed – and so can cultures. All you have to do is get them to visualize bad things happening to good people – and you don’t have to suggest their reactions. Those answers are innate. And the same process can be made to work with entire countries. And it could be made to happen with those who believe in the Kuran.

“For your purposes, perhaps when you say the word ‘objectives’ you should think of the members of a football team rather than of navigational aiming points a ship’s captain or a pilot might use. Team members can start out with all sorts of personal animosities toward each other – usually for reasons they can’t really define – but if the team can reach a goal together, those players can end up being lifelong friends. They may not live together or socialize together or go to church together – but they’ll tend to continue to support each other and come to each others’ aid in times of trouble. Goals are often just symbols.

“Now it’s obvious we can’t provide enough teams for everybody in the world to play on, Andy – but we can use examples of teamwork as a teaching device. We think that within three generations – if we can get the parents replace us as the teachers – those examples will have changed enough attitudes that they will have created a new cultural dynamic. And if by then we have installed IPS as a way to think things out rationally – we think that culture will be self-maintaining.

“We’ll use your project to provide examples of how to develop logical plans, and we’ll use those examples to get nations’ leaders to sell their publics on mutually appealing objectives which support mutually appealing purposes. We’ll have to get the civilian populations to learn what the business, military and scientific communities already know about the value of IPS thinking – and that’ll provide us with politicians who can think as objectively as generals, but who don’t carry the built-in assumption that ND is the only tool, or even the major tool.

“And, in addition to Nik’s edict about full bellies and fair treatment being a BB, we’ll also have to get the politicians to concentrate on finding ways to provide good food, potable water, clean air and zero pollution or the social unrest will never stop. Economic and subsistence considerations will compete with the luxury of educational considerations in those areas for a long time, but that’s where we’ll have to concentrate our efforts to build the public teamwork concept. Strong public opinion is the best way to neutralize the politicians’ squabbling – hence the eventual need for democracy on a worldwide basis.

“So the underlying premise to all that is to convince the citizens of the world that government is just a tool to use – not a mechanism which will do everything for them.

“You and we and the rest of LVU can’t do that by ourselves, Andy – but there are tens of millions of people in this country who will agree, and help, and there are hundreds of millions more around the world who will try to help too. They can all take part in what we call our non-threatening revolution.

“People will fight to the death to support Quest beliefs even when they sense their purpose isn’t logical. The example of the Kunan shows that. But we can create a commitment to logical thinking that’s just as strong. Oh, we’ll start by trying to change the leaders and the influentials, to use them as examples so the public can benefit immediately from the improvements such changing can provide – but our goal will be to change everybody, down to the lowest common denominator. Their innate logic is the best tool in the world to combat negonition, or corruption, or discrimination, or criminality. But they must learn – teach themselves – for themselves. All we can do is help them make the discovery.

“As to your project – I know you’ve realized your counselor agency experts can’t be allowed to act as leaders, but have you realized it would be best if they were hi-I and hi-R type personalities – and that it might be better if they were well informed academic types rather than candidates for military leadership? I don’t want you to think the counselor agency should be staffed with people who would be able to move directly from counseling into political leadership, like yourself. That isn’t necessarily the case. It would be all right, but it certainly wouldn’t be a requirement. In fact, it probably shouldn’t be a requirement.

“The present members of Congress are conditioned to bend with the wind like the willow, as Chang says – go along to get along – and we’ve got to break them of that habit if we’re going to get them to think like leaders and support true national initiatives. On the other hand, your agency people will be going into their jobs with the mindset of creating initiatives – and we’ll have to disembarass them of that attitude. The CA’s job will be to suggest – the legislators’ jobs will be to decide. They have opposite goals.

“So I’m saying yes, future-oriented government decisions need to be guided by purposes, and yes, real time decisions should be aimed at achieving objectives – but the people who play the various roles in the scenario you’re developing needn’t all be stamped out of the same mold. Your counselors don’t need to be movers and shakers or evangelists or advocates or proselytizers – but the surrogates do. By the same token, the surrogates need counsel in order to do their types of jobs to the best of their abilities. We’ll need to help match the people to the jobs they hold – while at the same time we’ll be trying to change the jobs to match the types of personalities which can do them best.”

Delia stopped and frowned. “We’re getting ahead of ourselves again” she said.

“You guys are leaving equity and equality out of your discussions” Mary interjected. “Is that an oversight, or have you already covered it?”

“You’re right, Mary” Delia answered. “But let’s come back to that a little later

“At this point I want to discuss Frank’s second matrix, Andy – the Egonition Chart – which we think suggests the tendencies affecting most motivation. An individual’s motivation, of course, is a separate subject from the individual’s personality traits – as the Styles & Traits chart shows. You’ll often hear us refer to this next one as the EC chart – which is rather silly, because that’s the same as saying Egonition Chart chart.

“I won’t put the EC chart on the screen, because I sense that we may be spending altogether too much time on these matters – and I can see why Talia hasn’t already exposed you to these two sets of background PDX factors. They tend to be extraneous.

“However – one corner of the EC matrix is labeled Intellection and the opposite corner is labeled Emotion, while the other two corners are labeled Self and Fles. You have been discussing those concepts?”

Bellander smiled and nodded, and said “A little”. Delia returned his smile with a knowing glance.

“OK” she said, “the EC chart once again brings the source of discipline into the picture – but this time we also try to estimate the source of motivation.

“This so-called ‘cause’ chart tries to show where attitudes originate and where motivational changes might best be achieved. It tries to illustrate the causes of tendencies toward immaturity or maturity – first by showing whether you’re more easily influenced by intellection or by emotion, and second by whether you’re more strongly influenced by your own thinking or by the outside world. Those are characteristics of habits which can be changed – even though personality styles remain relatively fixed. It’s not supposed to show whether you’re good or bad – neither chart is – it’s just supposed to show why you act or react one way or the other.

“And once an evaluator knows that, he has a hint of how to go about trying to modify the behavior of someone who is a threat to others – and perhaps how to judge if someone is corrigible or incorrigible.

“The DIFR chart gives you an indication of how best to relate to a person’s personality style, and the EC chart gives you an indication of whether their attitudes can be changed, and what types of modifiers might be most effective.”

“And your attitudinal preference obviously trends toward PD pushers who are intellection oriented?” Bellander asked.

“Yes, of course” Delia chuckled. “We want people to think for themselves. For example, Einstein, who was a generally good person – was intellectually preoccupied and self-oriented. That’s OK, because he had to be in order to do his work. Intellection with fles-orientation is good too though. It’s the emotional quadrant, and especially the self-oriented emotional half – where problems most often arise. Having a high IQ, with the potential to think logically, only makes the problem worse for people in that area – because that means their intellectual database is full of dysdefined emotional concepts and that kind of mind acts so quickly that it never realizes it has a problem. At the same time, to be intellectually oriented only suggests capability – it doesn’t mean the intellectual ability is being used as effectively as it could be either.

“Furthermore, this is where two/factor enters the picture. It’s normal and automatic for people in the emotional quadrant to tend to believe they’re the opposite of what our analyses suggest they are. We may say they’re emotionally driven and they may claim they are the most rational people on earth – and they’ll use in all sorts of arguments to try to prove they’re right and everybody else is wrong – totally unaware, and ignoring the fact that their emotional defenses don’t quite make sense.

“While we’re not against emotion per se, nor against people who are self-oriented, we have learned to be wary of personalities in that section – and, percentage-wise, that includes a majority of the world’s population. A very significant number of politicians obviously fall there – as do most dictators and religious fanatics.

“To be preoccupied with controlling other people almost invariably means you are responding to both emotional and self-oriented drives – but it’s pretty easy for an observer to get confused on these things, Andy. For example, by our definition a fad follower is fles-oriented – while common sense might seem to suggest they’re self-oriented. It’s true they’re personally insecure, which is the hallmark of a follower – but they are motivated to try to impress others, which is the hallmark of the fles-oriented. Using these two charts for making these evaluations is definitely more an art than a science – but it’s helpful, nevertheless.”

Bellander grinned and said, “So, since emotion is toxic to logic – I guess we could summarize all this by saying you’re trying to help me start the biggest detox program of all time. And the negative discipline to accomplish it will be mostly self imposed.”

Smiles came over all their faces, and they beamed at each other and then at Bellander.

“You just said the magic words” Frank stated emphatically. “That’s exactly how ND fits into your project. That is, of course, if we’re still talking about negative discipline.”

“He’s smarter than that” Mary said. “He’s getting this stuff nailed down – and he’s doing it faster than I’d have ever believed he could.” She and Talia exchanged pleased smiles.

Delia continued, still smiling broadly. “Keep in mind that we define emotion as a dysdefined reaction, Andy – not as a negative drive – except, of course, emotion can cause you to perceive even obvious lo-frax matters as hi-frax matters and to act without really thinking. People think they’re thinking, but they’re not – and I’m referring to the masses, not just to the intellectually challenged. Actually, modern man is almost always in fight-or-flee mode – an emotional mode we seldom need today, but which has kept control over both our intellectual and emotional processes and which the Quest relies on strongly.

“Now let me illustrate how Frank’s charts are useful to us here at LVU, Andy. When an FOV is trying to describe the personality of someone they need to influence, they send us one each of these ‘cause’ and ‘effect’ charts with their evaluations marked into the various quadrants in response to two standard sets of questions. The weighted numbers produce check lists which allow us to deduce what kinds of approaches or explanations will work best with each subject – much like the scores you’re used to using, except our scores also indicate what type of discipline may be needed. In most cases PD is what’s needed – but in some cases it becomes instantly clear that ND may be required.

“If someone’s mind is primarily operating in the flee part of FOF1 mode – fight or flee mode – they’re not apt to respond positively if you try to get them to take the initiative by giving them lots of facts in advance. They’ll just re-interpret the facts to suit their beliefs.

“The direct positive approach is less apt to work with them quickly because their minds are preoccupied with scanning for negatives. And even if you’re in a hurry you may have to paint a first C picture of the bad things that might happen if they don’t do what you’re suggesting. Simply getting them to visualize negative results first would be what would get their attention. But if their mind is operating in the fight part of FOF1 mode, facts and benefit statements may be all you need – because they’re already thinking aggressively. See where Frank’s been going with these concepts?”

“It really gets interesting when the FOVs are trying to describe somebody who’s strongly influenced by religion, Andy” Frank said, “which is totally hi-frax, of course. Or by paranoidal tendencies. People like that have little patience for what we might think were clear reasons or definitions, but they have so much faith in their own definitions of their own hi-frax words that they can think fairly logically with them. My charts may leave a big gap between their patterns and the conclusions somebody else would reach, if the second guy isn’t familiar with the subject’s own definitions. Very often, applied ND will cause such people to respond so negatively that it’s pointless to try to change their minds. You first have to provide negative examples which get them to re-examine their own definitions. Making distinctions like that is why we need both charts.”

Bellander nodded in appreciation. “I think I like this combined approach, Frank. In fact I think it may be superior to the methods I’ve been using – although it seems to be a bit slower” he added. Frank nodded and his face brightened.

Bellander thought a moment, then continued. “But it still seems to me this is all more descriptive than prescriptive, and I was curious about finding prescriptions. I started this discussion to figure out how somebody might be declared incorrigible – not just why.”

Frank started to reply but Delia said “That’d be a variable decision to be made by society, Andy. In the first place it might take a long time for a majority to adopt a point of view, and after that it would take a long time for them to work out the criteria by which to make such a judgment. Let’s continue on these other topics. Perhaps I can show you how negative discipline, in general, can have an insidious effect in personality evaluation.

“Talia has explained to you how we use our intranet to gather the opinions, suggestions and recommendations of all our people, on a continuous basis?” she asked.

Bellander nodded.

“OK. Now it is true that our hiring policies are biased toward the intellectual, but we’re very much aware that many of our most creative minds also operate intuitively – on the borderline between cognition and emotion. As a matter of fact, Einstein was a great believer in intuition. He said that he’d often wrestle with a problem to the point where he became discouraged, go to bed, and the answer would pop into his mind the next morning.

“But you can’t always count on intuition being right of course – so that’s a problem.

“Now visualize a member of Congress whose personality is hi-D and hi-I, like yours – who is trying to find a way around the system because of his or her frustration – and whose egonition pattern, unlike yours, clearly shows he is more influenced by emotion than by intellection, and more by his superego than by his ego. That’s a typical description of a successful politician of course – someone who is more influenced by what others have told him to do than by his own conclusions in determining RLBs. Oh, everybody thinks they have decided on their personal belief system by themselves, but they’re almost all adopted – and politicians are apt to be even more easily influenced in that way.

“Now add to that the fact they have no singularity of perspective for their adopted sense of purpose and probably have rather vague personal objectives as a result. By that I mean their cognitive Ps-and-Os are vague – although most of them would have the Quest goal of some day becoming president. Or they may have a general sense of purpose, but instead of objectives tend to rely on assumed requirements – which is why they more often than not tend to make snap decisions – which is a conditioned habit magnified by being constantly short of time. They’re primarily intuitive and often minimally cognitive – and they’ll slug you if you even hint that’s what you think about them.

“That leaves you with a relatively normal person who is basically so frustrated and crippled by the ND of the system – at every turn – that it’s a wonder they can get anything done. Unfortunately, it also leaves you with someone whose Quest drives could motivate

them to use shortcuts or even extreme methods in trying to grasp the power they think will cure their frustration. Subconscious frustration becomes their driving force.

“But, most importantly, it leaves you with someone who is so preoccupied with his own subconscious concerns that he’s reluctant to study somebody else’s initiative – and who often doesn’t have time to study all the facts even if you do assemble them. The key facts, to such a person, become those facts which deal with political implications, not with national progress, and it’s at that point that their personal Quest drives take over. They’re not bad people – they’re normal people – so it’s the system that’s to blame, not the people. Or to be more accurate, it’s the frustration factor built into the system that’s to blame.

“So you need to give them the benefit of the doubt and offer PD instead of ND. Developing criteria on how to judge whether or not they’re effective surrogates is one priority – but developing a system which will enable them to do the best they’re capable of doing deserves an equal priority. Do you see?

“Unless they’ve clearly done something unethical or illegal, evaluation of their effectiveness should be deferred until you’ve given them a chance to make their best efforts. The emotional minds – the people who see great visions but don’t know how to accomplish them – are the soul of the nation. They perform the same service in politics that religious leaders perform in the rest of society. You don’t want a nation led solely by technicians or engineers or scientists – because those types tend to become too involved in details and often miss seeing the bigger pictures and purposes.

“But that rather long-winded rationale of normalcy could also be used to explain why most criminals are corrigible – if you extend their evaluation to take into account what violators might be able to turn into. Are we beginning to make things a little more clear?”

Bellander nodded and started to speak, but Nik interrupted.

“Think about it, Andy. The voters are supposed to elect to Congress whoever they think are the people best qualified to represent them – and then they make them go try to operate in an environment designed to defeat them, whether they’re detail-oriented or vision-oriented. No sir, the evaluation process in a democratic system has to be a whole lot more than just the ballot box! And that’s why IPS has to be the foundation feature, but not the controlling feature!”

Delia smiled at the emphatic tone of Nik’s voice and continued. “It is true that your project must include some measure of negative discipline to stop or change personal Quest drives – personal belief systems – from being in control of solving the nation’s problems or of choosing the nation’s initiatives, Andy. Not much – but at least a little – because personal Quest drives are where personal ethics and conscience are harbored.

“We are not saying such personal drives would choose wrong solutions or wrong initiatives as a matter of course. But we are saying they have a tendency to lack perspective and to be illogical a too-large amount of the time, and that will tend to cause frustration among everybody affected – from the voters to the bureaucracies to our international neighbors and to all points in between – and that ND isn’t the solution to that problem. That frustration would seem to be inescapable – but it needn’t be. It can be avoided if we change the political environment for them – and removal of frustration will do it better than punishment ever could.”

She glanced at Bellander closely and said “If you recall, the military tries to get around that problem by funneling intelligence to staff officers and letting them choose the initiatives and leaving it to the line officers to choose the tactics. And there are two reasons for doing it that way – one, the difficulty in providing intelligence reports to the people involved in the fast-paced actual fighting, and two, because it’s difficult for people swept up in the emotion of battle to see the bigger perspective. They tend to see the action in terms of how it affects their mission. The military method avoids frustrating both the initiators and the implementors. Right?”

Bellander grinned and nodded. “Yes, it’s always the big picture guys versus the small picture guys. And you also need to avoid information overload at the point of action. I started out in the tactical end of things and ended up in the strategic end of things. Or perhaps I should say I started out as a line officer and was about to end up as a staff officer when I left. I was never in on the choosing of initiatives so I didn’t suffer any overload at the staff end. But I heard a lot of people complaining about it.”

With a wave of his hand, Nik said “That’s just a matter of timing. Part of IBM’s original success was because they had a policy of bringing line people into headquarters staff jobs for two or three years, then sending them back to the field – knowing that they had to live with whatever they’d helped initiate. And those were hi-D/hi-I people, playing on both sides of the line of scrimmage. They’d bring ‘em in, load ‘em up with considerations, milk ‘em to take advantage of their fresh POVs, and send ‘em back to the field.”

He was about to ask a question but Delia smiled and said to Bellander “So you appreciate that an organization needs to have access to both types of mindset at all times – which is what it is hoped a democratic system will accomplish. And do you agree that there’s a need for checks and balances so that inappropriate personality styles won’t dominate the IPS and decision making processes?”

Bellander nodded and again started to speak, but she went on.

“And you agree that it isn’t just power, per se, that corrupts – so you can also agree that Christ or Moses or Mohammed or Buddha or Confucius would not automatically have been corrupted if they had been given executive power?”

Bellander nodded and she smiled, then continued. “It’s that simple. Since we’re dealing with mere mortals, we can say that awareness of the realities of the second or third ND corollaries might go a long way toward validating the first corollary. And once you get your project clearly in mind, I’m sure you’ll agree that the promise of PD will overshadow the need for a threat of the fourth C – for nearly all personality types. You’ll see. In fact I’m certain you’ve sensed that from the beginning.

“Which is why, at the moment, we’re using these cause and effect charts to devise different types of approaches in planning to educate various parts of the population. It’s all rather simple, Andy – it’s just the explanations which sound complex.”

Chang unexpectedly bounced through the doorway and boomed “So you’ve figured it all out already, Bellander, m’boy? I don’t believe it!” He smiled broadly at the group.

“We were talking about it last night, and he had everything figured out” Nik replied.

“That’s not what your daughter said when I phoned this morning” Chang replied. “She said you got drunk and spilled the beans – and you left a lot of key details hanging in the wind without explaining them. Remind me never to let you work in my department again, Nikky baby. We’d go broke in a week. I think you’re losing your touch.”

Nik glanced at Delia, who seemed greatly amused, then with no sign of embarrassment he blurted “Well he damned sure understands it all. The whole nine yards.”

“I figured this is the way it’d turn out” Chang replied. “You...”

“Boys, boys!” Delia said. “Now Chang, you know very well the rest of us had Mr. Enthusiasm figured to be the weak link too. But there’s no harm done, except I guess someone won the first pool a day or two too early. The reason Andy’s not with Mary and Malcolm this morning, as scheduled, is that we’re trying to do a little emergency educating to help him catch up to where he’s purported to be.”

“So what’s the subject this morning?” Chang asked. “Where does he need help?” With a nod toward Talia he said “Judging from her daily reports I wouldn’t have been surprised if he actually had figured it out by now”.

“He’s doing a lot better than I suspected” Mary said, and Chang raised an eyebrow.

“Andy asked us to go into more detail on negative discipline – and we touched on that, then went on to causes and effects” Delia replied.

“Why?” Chang asked, with an expectant look toward Bellander.

“I wanted to be certain I understood the concept fully” Bellander replied. “They’d said that in the future anybody judged incorrigible would probably just be terminated instead of kept in prison, and I was trying to relate that to the immunity to discipline thing.”

Chang studied Bellander closely for a moment and then said “That’s all good philosophical stuff, Andy, but you don’t need it for your project. Believe me. All you need is common sense. And all the government needs is a system that lets people use their common sense.

“Here’s all you need to know about negative discipline and causes/effects. If the guy in charge says your objective is to wade across a swamp and get to the other side, and halfway across you find you’re up to your ass in alligators – it reads this way. Corollary 1 says you should have expected it, corollary 2 says it’s a fact those gators are going to bite you, corollary 3 says the only way to get out alive is to bite those gators harder than they’re going to bite you – and corollary 4 says you ain’t gonna get the job done. That’s what ND and immunity to negative discipline look like – from your boss’s point of view.

“From your point of view, corollary 1 still says you should have expected it, corollary 2 still says you’d better believe those gators are going to bite you, corollary 3 still says the only way to get out alive is to bite those gators harder than they’re going to bite you --and corollary 4 says the time to think for yourself was before you decided to do what your nitwit of a boss told you to do. Philosophically speaking, that guy is immune to negative discipline – which is a violation of both the lex talionis and the lex Lexus – but practically speaking if he was made to trade places with you, nobody’d miss him after the gators got him. There’s no need to build a warehouse for nitwits and put them in storage. Right? Does that answer your questions?”

Bellander grinned and nodded, chuckling at Chang’s get-to-the-point approach.

“What we want to implement” Chang continued, “is simply a system that’ll help keep that kind of guy from becoming a boss – or staying a boss – and that’ll encourage the people doing the work to not go into the swamp if ever a boss like that does start giving orders. Meat and potatoes, not bells and whistles.”

Chang looked around the group as if expecting someone to add to his explanations, then rose, made his hand into a pistol, pointed at Bellander and said “I want to talk with you again before you finalize what you’re going to say”, then left with a wave of his hand.

Bellander grinned, shook his head and started to comment, but Delia put her hand on his arm. She smiled at him tolerantly and said “He gets right to the heart of the matter, doesn’t he? But his explanations usually aren’t very generic, and that explanation only hints at why we need a little threat of ND to keep the perspectives of our elected decision makers as broad as possible. And doesn’t at all explain how to sort out the corrigibles from the incorrigibles. Do you see why?”

“I assume it’s because, as you said, education is the ultimate deterrent.” Bellander replied. “And the results of education can be measured – which is what you need to do if you want to decide if someone has actually changed. You need measurements, not guess work, and the rest of this stuff isn’t that easy to measure.”

Delia smiled and nodded, then continued. “It amazes me how easily you follow our thinking, Andrew. It’s a rare gift to be able to sort out new concepts and strange jargon so quickly – and we know our thinking and explanations are extremely esoteric.

“Yes, that is where I was eventually headed. Education is the key – but only if it’s achieved through non-imposed learning. Self-made decisions, via the heuristic process. They have to learn these things for themselves, and using the IPS format for planning will help them learn. And those statements apply to educating voters the same as they apply to educating law violators. Only the Quest-derived resistance to learning is different.

“The first three corollaries of ND would be expected to keep people from breaking the laws in the first place – provided that society is also helping them learn how to think maturely of course. But it isn’t easy to make judgments about corrigibility though, because the incorrigible criminal is almost always a pathological liar – always in denial, either to themselves or to challenges from society. They’re very skilled at what we call the dark side of salesmanship. They’ll say whatever they think will influence you. They lack a sense of ethics and a sense of conscience – in fact, they are ND personified.

“For example, Andy, if you were on a review board and a criminal started spouting the same religious beliefs as an evangelistic preacher, in great depth and detail and apparent sincerity, you’d only have two choices of conclusion. One, the prisoner had in fact reformed – or two, that all evangelistic preachers were potentially incorrigible criminals. What people say to protest their innocence and justify their beliefs is simply not to be trusted. Their real motivations are buried much deeper – at the Quest level, where the measurements become much more exotic and difficult – and much more inexact.”

“However, if in the future a person has had a chance to learn and mature, and is then convicted of a crime and can’t convince society he or she is corrigible within a specified period, they may well be judged incorrigible and put to death. And that probably includes more than just that predictable 15% of the prison population. I really do believe that – and that by the time the world’s population reaches 20 or 30 billion, the concepts of time economics and Quest measurement will have taken on a whole new definition.

“Just remember that the second parts of the lex talionis and the lex Lexus say that police and prosecutors who falsify charges in order to get a conviction would be subject to the death penalty too. That’s a totally new paradigm for them – and society – to absorb.

“Phase Two won’t have to be that concerned with the future. But we will be using much the same techniques in teaching average voters to think more clearly as future societies

will use in re-educating law violators. Our job will be much easier with voters because, as I said, they will be less resistant to learning. Plus it will be easier for them too.

“Plus, in the future children will have to learn moral and ethical values at an early age – as they should now of course – because the laws of the future will probably be far less tolerant of what we’ve tended to call youthful mistakes in the past. The downside to that is that it might tend to depress youthful exuberance and youthful efforts to show their independence. But exuberance and shows of independence don’t have to be harmful to others – just as political activism doesn’t have to be harmful to others.”

“Damn!” Nik said. “Where I grew up, if a cop told you to stop – and you didn’t – they’d just shoot you and ask questions later. We got the idea, early and clearly.”

Delia smiled, shook her head and continued. “Strict laws wouldn’t necessarily stop people from breaking the law in the first place, Andy – but personal awareness can prevent them from breaking the law in the second place. Fear of the law can help dissuade people whose emotions are on the edge of overcoming their common sense – but society must basically rely on people’s common sense for crime prevention, not on laws.”

“Dad used to justify the idea of terminating incorrigibles by saying that God doesn’t save garbage” Talia said, with a smile toward her father. “But then we realized that if that phrase ever got into common use, any nut who decided he was going to play God would use it to rationalize his acts of killing people.”

“I still like it” Nik muttered. “I still think that way. But we do try to avoid saying it.”

“Yes” Delia said. “However – from an ethical point of view, Andy, a convincing case can be made that it is a more cruel and unnatural punishment to keep somebody locked up for life – with their mind constantly tortured by unsatisfied Quest needs – than it would be to just end their life. It depends on your definition of mercy. And your definition of life.”

“We’re not asking you to influence what future societies may believe, Andy” Nik said “We’re just trying to be logical today. Our philosophy is that God has given us the gift of intelligence, and with that comes the responsibility of making decisions as logically as possible. Logic can control the future – while responsionalism only applies to day-to-day survival. These are just points which happen to be a basic part of our belief system.

“For example, one of the reasons given for prohibiting doctor-assisted suicide was that people should be allowed to die as God intended. By extension, that’s the same as saying that doctors should be prevented from offering any kind of medical treatment – and we think that’s illogical. That position may be philosophically correct for somebody else’s belief system – Mother Teresa wouldn’t allow the use of pain killers, for example – but not for ours. On the other hand, we agree that the decision to end somebody else’s life should not be made by an emotionally involved individual. Too much chance of

fool/factor, of making a decision without taking all the factors into consideration, of not being able to think clearly at that moment in time.”

Delia nodded and added “People perceive values, Andy, but ND doesn’t deal in values – only in effects. You can learn to act immorally, and you may even enjoy the results for awhile, but in the end it’s the decision of society as to whether or not to let you continue. And we say allowing you to continue is equivalent to letting an infectious disease spread when it could have been stopped.”

She stopped and studied Bellander’s face a few moments, then continued.

“Those things are all obvious, but there is something I don’t think we touched on last night when we were skipping around in answering your other questions. It’s very germane to this discussion – having to do with causes and effects – and I want to make certain you’re thinking about it. In fact, one of your questions – the question concerning how to keep the public motivated to use the new knowledge and awareness your project is expected to provide – demanded this answer.

“So imagine that your speech is super successful, and that Congress establishes the counselor agency, and that there is a rush of public excitement and expectations. All of that involvement will fade fairly quickly unless we can show the public that the program is working. We won’t be able to count on your agency’s first or second reports to act as catalysts in that regard because the voters won’t be able to take direct action toward achieving all those broad objectives or correcting the newly perceived problems – and even the Congress may have to be content with addressing just a few goals at a time – perhaps with each committee focusing on only one at a time.

“So how do you – we – handle that problem?”

“That’s what I asked you” Bellander replied with a grin. “You guys just told me that 70% – three out of four – of the voters are indecisive.”

“I know, I know” Delia smiled back at him and countered with another question. “I presume Malcolm has ingrained in you the need to keep asking ‘What if?’ questions as you develop strategies and tactics?”

“I’m not sure he said that specifically” Talia said, with a slight touch of concern in her voice. “We’ve gone through the IPS fairly quickly, twice, on the presumption that it was all fairly familiar ground to Andy.”

Delia smiled bemusedly and said “I’m sure it is”, then turned to Bellander and said “I was just leading into using that technique for answering your question, Andrew. I’m sure you’ve been taught either that or some similar method for brainstorming strategies and tactics. In fact, as I recall you’ve already asked what’s going to happen if your agency merely publishes a list of purposes and objectives and stops at that. The obvious common

sense answer is ‘not much’. In fact, if that’s all the agency does, you can be certain the list will essentially be ignored and will have essentially no value in helping the public cause action in either the Legislative or Executive branches.

“So tell me, again, what’s the reason for publishing the list in the first place?”

“To get the public to choose the nation’s purposes and objectives” he answered. “Or should I say to get specific objectives on the agenda of national initiatives?”

“It’s your project, dear” Delia answered. “You tell me your statement of purpose for that aspect of it.”

“I’m afraid you’ve found a blind spot in my thinking” Bellander said with a frown. “I hadn’t thought my way through an SOP for it. I sort of took that part for granted.”

“Which means you’re begging us to tell you what to think – and you haven’t even tried to do the thinking yourself” Talia said with a giggle. She and Delia exchanged amused glances as she gave him a light slap on the hand and Bellander gave her a mock smile.

“OK” he replied. “It’s just that the first thing Nik said to me – the day you trapped me into this whole deal – was that the country doesn’t have unified objectives in peacetime. And I’ve been taking for granted that you wanted the system to give the voters a Chinese menu of objectives and let them pick and choose. And that was the be-all and end-all.”

“Leave me out of this” Nik growled. “My wife told you the answer to your damned question last night and you must have been as drunk as I was – and didn’t hear what she was saying. Leave me out of your problem. Besides – the answer’s obvious.” He smiled at the group in self satisfaction.

“OK” Bellander said. “Let’s try this – the BB reason-why for putting together that list is to somehow end up providing an agenda for the Congress to follow. Are you now saying that the voters shouldn’t choose the list? Are you switching signals on me?”

“We’re not switching signals on you, Andrew” Delia said, “although perhaps we were a little imprecise in the goal we set for you. We’re just trying to tell you that the voters will have to take that action more indirectly than directly – and that the time frames for their doing it may be longer than we’ve led you to imagine.”

Bellander was silent a moment, and then looked at Delia and said “You suggested that at the end of a Congressional session the members might survey the voters and find out the top five, 10 or 20 purposes the public was most interested in addressing, and prioritize them, and then select three or four objectives for each purpose and prioritize those – and leave that as an agenda for the next session of Congress. And the preparatory work could be done by the counsel, between sessions, quickly and easily. Right?”

Delia nodded but said “Not quite quickly and easily – but I’ll give you a yes.”

Bellander continued. “So that could still mean that something the counselor agency thought needed to be acted on immediately might take two or three years before it even came out of committee.”

He looked at Delia again, but she just arched an eyebrow and smiled at him. He looked at Nik, who gave him one of his conspiratorial grins. Frank and Mary were smiling and listening expectantly but not offering any help, so he continued.

“OK, so what if the outgoing Congress ordered the agency to do Research Reports on 10 purposes with four objectives each – and the next Congress would have most of those 40 reports waiting for them, ready for debate, when the next session started? But what if the cost estimates on 30 of those reports were so high that the new Congress refused to consider them? They’d just disregard those completely – not even bring them up for those long time-wasting arguments and discussions they seem to hold on everything.”

“That’s why you do cost estimates, my dear” Talia said with a giggle. “No Congressperson in her right mind would vote to raise taxes to cover projects like that without checking on the mood of her constituency first. It’s like buying a house or a car. First you decide what you want, then you check what it’d cost, then you take a look at your budget. You don’t necessarily abandon the idea – but you might definitely re-prioritize it. It’s called exhibiting fiscal responsibility.”

Bellander smiled at the group, then said “It really could be that simple, couldn’t it? And it’d really work, wouldn’t it? An outgoing Congress could leave an agenda that ordered 200 Research Reports to serve 50 purposes, and the next session could pick and choose which of the 200 objectives had the highest current priorities as far as the public was concerned. And they’d have those work-ups on file even if the costs were too high. And we could make those work-ups a matter of public record – to involve the news media.

“And the agency would probably be able to fit one or two old objectives into new projects as time passed. One solution can often satisfy several objectives, can’t it? Obviously.

“And instead of just having disagreements over perspectives, the disagreements would tend to be over costs and time frames – which are things each member could then check out with his or her constituents. And even with a formal agenda like that, it would still leave the Congress plenty of time for the business as usual stuff. Is that the same answer you guys came to?”

“Pretty close” Nik replied with a satisfied grin. “Pretty close. Good enough for government work. You can bet those guys wouldn’t want to make the work-ups public until they could put their spin on each one – but they oughta be made public. Period.”

“How would you handle a Congressman who didn’t agree with the priorities on the agenda – or whose constituents didn’t agree with them?” Delia asked.

“Why, I’d just let him or her order the Research Reports they wanted” Bellander replied, “and let them fight to bring them up for a vote just the same as any other legislation.”

“That’d be opening the door for 435 members of the House and 100 members of the Senate to pursue their own separate agendas, you know” Delia replied. “Right or wrong, they’re all entitled to do that, of course – but that would throw all semblance of order out the window. Perhaps 500 Research Reports at once. In fact, what would it do to the time constraints on the agenda if just a dozen members decided to go that route? They might get their reports assigned to committee – but what if no committee chairman was interested?”

Bellander thought a moment, then said “We are talking about a pretty self-centered group, aren’t we? Considering Larrey’s warning about the costs of operating the CA – and especially the costs of preparing Research Reports – I guess I’d have to put limits on what a member could buy, same as you did. Nobody could stop them from doing their thing – but we could pretty much stop them from tying up the counsel by asking it to do parochial work just for individuals with special interests. But on the other hand we can’t stop them from doing exactly what they want to do. After all, that’s their job.”

“Giving each of the top officials a budget makes sense, Andy” Nik said. “Let them ration out who could buy what, and when.” Talia started to raise an objection and he said “Shush, girl. He’s far enough along now that it isn’t going to make any difference what I say or don’t say. And I’m beginning to suspect that you’ve told him some of this stuff anyway.

“For example, Andy, in the House we included the Speaker, the majority and minority leaders and the party whips and, to a lesser extent, the committee chairmen – and we did much the same for the Senate, the president and the cabinet officers. And we put in a minimum fee per job ordered, with everything above that on a time-spent basis. That’d work.”

“Have you two discussed the differences between Flash Votes, Flash Reports and Research Reports?” Mary asked. Talia nodded.

“You see, Andy” Mary continued, “a decision maker could request a yes/no Flash Vote on whether or not the counselor agency agreed on the importance of a matter he had in mind – and there’d be no charge for obtaining that response. A group of 1,500 duty desk people at the agency could handle dozens and dozens of those requests every day.

“And if the counsel agreed with the requester it might not take much arm twisting for him to get somebody with a budget to agree to pay for a Flash Report – which wouldn’t cost much either, because it’s a compilation of opinions instead of full blown research. We

think Flash Votes could be returned in minutes. Flash Reports could usually be prepared in one or two – or three – days, using BICO to survey the whole counsel staff. A Flash Report wouldn't be very definitive, but it'd still be very useful in a variety of ways – and it could often even include an off the cuff guess at the costs involved.

“Getting somebody to agree to pay for a full blown Research Report would be more difficult of course. Buying one of those is where the high costs would come into the picture, because of the time needed to thoroughly research all the considerations – the legality and cost factors as well as the PDX and environmental statements – but we think it could be done, on average, in about two working weeks.

“Or of course any member could simply fall back on developing a proposal manually, the same as they do things today. That would take a great deal more time for their staffs to prepare and substantiate – and it might not be nearly as comprehensive – but there'd be nothing to prevent that from happening. Ever. Our point, however, is that for an initiative body to work effectively they need to stick to their main agenda rather than encourage each individual to pursue his or her personal agenda while not giving the proper attention to the group's work load. It's time economics – with a pile-up of many, many time lines.

“And if, as in your example, 30 out of 40 initiatives they considered turned out to be too expensive to include in the next budgeting process, those would go into the archive and be mentioned again in the next Objectives Report – along with their estimated cost factors. Those are the sorts of factors that would need to be included in the initiative section of the annual budget projection – separated from the on-going cost factors.

“Over time, the public and their representatives would begin to get a clearer picture of what the government could and could not afford to do at the current tax rates or state of the economy. And if the public wanted to buy some of the items on their shopping list, there would only be two alternatives – either raise taxes or cut back on some existing programs.

“The ideal would be for the Objectives Report to list all the recommended purposes and related objectives, with a cost estimate attached to each objective. But without going into how we calculated how many days that a typical Research Report would take to produce – your 200 objectives might represent a potential workload of 2,000 working days.

“Now that would come to several years of working days – or sessions of Congress – which makes it clear why the House and Senate couldn't just be turned loose like rich kids in a candy store, buying whatever Research Reports might appeal to their special interests or imaginations. There's no such thing as a free lunch, baby. No free lunches, no way. We need those Research Reports, but doing all that work will take tons of time. And money.”

“Don’t kid a kidder” Bellander replied. “You know very well there’d be a variety of teams working on all those projects, so they wouldn’t take 2,000 calendar days. But OK – you made your point.”

He and Mary grinned at each other conspiratorially again, and she continued.

“But one wild card – at the beginning, at least – is the amount of tax money that might be freed up by the improvements in efficiency and productivity your Status Report will begin to produce, Andy. Again, that won’t happen overnight, but it can grow quickly and begin to snowball – provided it’s allowed to develop in a positive atmosphere.

“The workers in a bureaucracy won’t volunteer where the problems are, for example, if they think there’ll be layoffs as part of the correction process. We’ll need to establish a long range POV on that – because it would be wasteful to fire thousands of valuable learning curves which could quickly be put to use again in implementing initiatives resulting from those freed up savings. That big wheel always rolls full circle. Cutting labor costs isn’t always a requirement where efficacy and efficiency are the true goals. Not for several years anyway.

“Those improvements may allow the legislators to re-allocate large amounts of budget money from old to new projects – and to upgrade objectives in existing projects to help achieve significant portions of goals being proposed in new initiatives. They’ll be able to make decisions like that by comparing Objectives Report estimated costs with the actual monies being spent to achieve established objectives highlighted in the Status Report. And of course by reading the Status Reports carefully.”

“Sounds like I should start using that grand old buzzword – symbiosis” Bellander said. “This would finally be the perfect place to use it.”

“Nope” Nik chortled. “You’d be right, but you’d be wrong. Nobody’d understand it. You’ve gotta stay understandable. It ain’t enough to be right, you know – you must also be effective.”

“The picture we’re trying to paint for you, Andy” Delia said, “is that after a decade or two the Objectives Report would begin to take on a whole new meaning to the tax paying public, simply because more and more cost estimates would be attached to the objectives lists – and to the benefits the achievements of those objectives would produce. It might be hard to keep the public interested in anything but the Status Report for the first decade or two – but once the CA’s shopping list had prices on each item, that’d change. The politicians wouldn’t be asking their electorate to buy a pig in a poke any longer.”

“So once the OR turns into a shopping list, once enough of the objectives have price tags attached” Bellander replied, “slowly but surely the public would begin to elect surrogates who claimed they’d support or not support certain purposes and objectives. And then when more than one candidate took the same position, the public could go back to making

their choice based on personality, the same as they do today. And the same would apply to the sacred cow projects nobody has the guts to challenge today. And over time the public would elect representatives committed to supporting the items on that shopping list that the public was finally willing to buy. This thing could definitely work, over time.”

“You’re almost on target now, Andy” Frank said. “It was just a matter of seeing the time frames in a different perspective. But don’t make the mistake of assuming that each objective in each initiative will carry a price tag of several billion dollars and automatically end up on a federal to-do-later list. That’s the responsionalist point of view – the old idea that the cure for every problem is to have the federal government do it.

“A large part of those 200 objectives might only need some federal support – not federal programs per se – and that fact causes such solutions to be overlooked in the present top-down perspective. It’s convenient to have the federal government collect taxes, but that doesn’t mean it has to decide exactly how that money should be spent.

“For example, from my POV the first step in crime prevention would be to add ethics classes to the curriculums in both the grade schools and high schools – make the kids make choices in hundreds of example situations, and make them debate why they made their choices. Plus add classes on lifestyles, to make them understand their classmates and be more tolerant of each others’ lifestyles and personalities. That would be unpopular with the boards of education, of course, because it’d lead to long discussions and perhaps even arguments – which should be encouraged – and the people in charge want education to be accomplished in neat little parcels of time that conform to their schedules. But education has to be more than memorizing the three Rs plus computer skills.

“And it also isn’t enough just to pass laws and assume that each generation knows why the laws exist. There certainly isn’t much merit in assuming that those laws have preventive power if the people to whom they apply don’t understand why the laws were made in the first place. And to say that ignorance of the law is no excuse is the ultimate fool/factor if you’re really interested in crime prevention.

“But a program like that, Andy, while it could benefit from federal support, simply does not require federal implementation.

“I would be quite happy – in fact I would prefer it – if each state came up with its own curriculum for teaching ethics and tolerance. That would be a primary deterrent to crime of all sorts – you name it. The federal budget could help fund such programs. I’ve got no argument with that, because the whole population would benefit. It’s just a matter of making an effort to avoid the Big Brother syndrome. But, you see, IPS needn’t lead to that sort of syndrome as a way of keeping the federal budget under control – because not all problems require a federal program structure. Grass roots implementation works best where people projects are concerned.

“Now there are some big maintenance bills that must be included in the federal operating budgets, such as repairs to various types of infrastructures, and your Objectives Report will have to redflag things like that – in a separate section, perhaps – which means the OR must appear to highlight problems as well as initiatives. That’s because the full IPS sequence has to include maintenance planning for previous initiatives as well as funding for new initiatives – Op system stuff in one category and new ideas in another.

“But a program aimed at crime prevention, such as I just suggested, would be an example of the need for a federal supplement, which is neither a federal maintenance item nor a true federal initiative. It would be a true national purpose and objective, but it wouldn’t require a federal program. And I think you’ll find that a large part of your agency’s purposes and objectives list will include many items of that sort – items which are national initiatives but which don’t require enlarging the federal government operations.

“My point, Andy – or I guess I should say points – has to do with the personality types we expect to find in Congress and the fact that under your plan they will now be considering unified national initiatives. They aren’t just an academic debating society, you know – they’re action oriented people or they wouldn’t be there. They’ll find their jobs much more satisfying, and they’ll want to do more and more of what your agency will be enabling them to do. That situation, as beneficial as it might promise to be, tends to lend itself to those personality types trying to take charge of the whole nation – just because they think that’s their job, and just because it’ll help them prove to their constituents that they’re good at discharging their responsibilities. Do you see what I mean?”

“I don’t think I do, Frank” Bellander replied. “It seems to me that might describe their jobs pretty accurately.”

“It does – and it doesn’t” Frank replied. “That’s why Phase Two will immediately begin agitating for consortiums of states to form their own regional counselor agencies – tied in with the federal counselor agency, of course – to provide a constraint against the federal government making all the decisions. Without the regional consortiums, what you have is a blueprint for implementing Big Brother, Incorporated. And spend, spend, spend.

“Your counselor agency will unleash the personalities in Congress to do what they do best – but that’s not to say they are the 535 best leadership decision makers or problem solvers in the country. There are tens of millions of people who are easily their equals – and the goal of a democracy is to provide the best government possible, not just to satisfy the Quests of an anointed elite. I’m talking about the fact that democracy requires diffused leadership in order to enjoy diffused power. Do you see what I mean?”

“OK” Bellander replied, “I do now. That’s an excellent point, Frank. Leadership requires broad grasps of perspectives – and there’ll always be a large percentage of the public ahead of the curve – and perhaps serving in the regional counselor agencies. I presume you call them RCAs?”

Frank nodded. Bellander stopped and looked at Delia, then said “And this is another way to include the best problem solvers in the mix, isn’t it?” She smiled and nodded.

Bellander shook his head and said “Well, you guy’ve got my perspective growing by leaps and bounds again. I see what Chang meant when he said I need to be concerned with common sense instead of negative discipline. I just haven’t been making enough projections about causes and effects, in either time or scope. You folks’ll have to keep being patient with me, because every time I think I’ve got this project into focus you enlarge my perspective another magnitude or two.”

“You’re doing marvelously well, Andy” Delia said. The sincerity in her voice filled Bellander with pride, and he had to struggle to pay attention as she continued.

“Phase Two will be more complex than Phase One, but much less dramatic. The mega goals such as the regional counselor consortiums will just be the tip of the iceberg. At the local levels we must provide smaller projects for the public to practice with, because we can’t leave their self-training to chance. We’ll be appealing to the civic pride that results from people working together to achieve common objectives – things like helping each other with the problems that result from floods or earthquakes or droughts or volcanic eruptions or major fires or economic downturns. But please note that those types of unifying objectives are all emergencies – objectives with short time lines. We’ll need to devise objectives with slightly longer time frames too.

“Much of the staff at LVU is going to spread out around the country after your speech, working to organize the public to strive to achieve local goals together – projects like improving local education and bringing new businesses into their areas as a result, or helping the kids learn how to grow up into better adults even if they join gangs, or improving the appearances of their less fortunate neighborhoods. We’ll be trying to start organizations which use the IPS format and which welcome members from every level and every segment of their communities – and the purpose of those organizations will be to get their members to take the initiative in choosing objectives that have local or regional appeal, and to work together to achieve them.”

Delia’s eyes narrowed slightly, then she said “And it’s not just about doing things, Andy. The better that people, from all walks of life, get to know each other – the better the general socio-economic health of each community will become.

“They won’t have grand goals – only attainable goals. And at first the only people interested will be from the 30% who tend toward being leaders – but a bit at a time we’ll attract more and more from that other 70%. If we can get a grand total of 51% of the public interested in taking charge of the initiatives their communities adopt – that’ll be a very, very big step toward making America a true democracy.

“But the unstated purpose of Phase Two will be to leave the local or regional governments as the implementors of tax-funded projects – and to get citizens’ groups to concentrate on

non-tax-funded initiatives. By that, I mean non-governmental activities. Living in a democracy not only means that you own the country – it also means you must mow your own lawn instead of expecting the local government to do it for you. Being a well-informed contributor to the tax base is just one part of the responsibility of being a good citizen. Governments perform administrative work – but elected officials should not be the sole source of leadership.

“There is so much which needs to be done to benefit each local community for which the local governments don’t have the funds, the staffs or the time – and which only the citizens themselves can perform. Not all initiatives require money, as Frank pointed out. They require attitude. And activity just for the sake of activity is pointless – but if adults demonstrate leadership, and find ways to get the younger generations involved, that alone has the power to reduce gang violence and lawlessness. It’s not up to the local tax supported government to provide examples like that – it’s up to the people themselves.”

“Andy” Mary said, “a famous football coach said that ability enables you to play, motivation makes you want to play, and attitude determines how well you play – which is his version of the three Cs. That applies to communities as well as to football teams. You can’t just exercise your right to vote and pretend you’ve done everything that’s expected of you. Just about everybody has capability, and we may have to show them how to demonstrate their competency – but their contribution has to come from them personally.”

“Initiation and implementation are separate dynamics, Andy” Frank added. “And they’re not in conflict with each other. If we do it right, a new type of governmental paradigm will be created – with what you and I now think of as local government becoming an implementative service function in the background, and the real energizing powers of the people will be used to provide the drive to initiate life quality improvements wherever ordinary citizens can have a direct impact. People tend to think of government as a controlling force – with the power to control negative discipline – and they totally overlook the need for community-wide positive discipline.

“The idea of counselor agencies for consortiums of states is just an extension of that.

“But if Phase Two fails to nurture the ability of the people to control the destinies of their communities, we will have, in effect, enforced ND on the public by having raised their expectations and then left them frustrated. And if we do it carelessly, all Phase Two will accomplish will be to create thousands of mini-OSLs among that part of the population who were natural leaders to begin with. Our true goal will be to help every person learn how to think like an OSL, and how to act like one.”

Delia smiled and looked at him knowingly, and said “Even if we failed it would be better than what we have now, of course. And it will obviously take a while for the public to sort out the financial aspects – that is to say, the differences between their non-funded initiatives and the ones which have already been institutionalized. At least until the

citizens' groups learn that they have to sell their fellow citizens on tax increases for the institutionalization of their new projects.

"To put it in Frank's context, the hi-D and hi-I types – who are in the minority – need to show the hi-F and hi-R types that they can think and act like leaders too. There are millions of hi-F and hi-R people out there in nine-to-five jobs – in fact, people doing jobs at all hours of the day and night – who are a lot more capable than they ever dreamed they could be. And they need to think in terms of an extended family – local, then city wide, state wide, nation wide and, finally, world wide.

"Just about everybody is willing to attend a block party, where neighbors along the sides of a street get together, block off the street and share food and games for an general evening of entertainment – so long as somebody else organizes it and handles the details. Now that we have such things as E-mail, the housewives can arrange things like that without having to leave their houses. And that's good. But with a little encouragement they can discover that electronics can enable them to do the same sort of things for their communities, and beyond – and the implications are enormous. Simply enormous, Andy."

"She mentioned that I want to get the kids to keep in touch with each other after they leave school?" Mary asked, and Bellander nodded. "How about getting the street gangs to organize block parties?" she continued. "Let them see who could put on the safest, most entertaining block parties for the least money – with honor going to the ones who do it best and dishonor for rival gangs who didn't know how to be good guests? Just like in the old days – with one village entertaining the people from the next village."

Delia nodded and said "General improvements in community involvement will tend to increase local tax bases in myriads of ways, Andy – attracting new businesses, et cetera – but that won't mean those increased revenues would be available for all the new ideas. The established governmental structure will provide a conservative response – act as a brake – when the liberal ambitions and enthusiasms of what Frank calls the 'excitable masses' begin to tend toward spending that kind of new money.

"But our goal will be to stop the public from looking to their established governmental structures to do everything for them, and to take a 'We Can Be In Charge' attitude toward making the future turn out the way they want it to.

"The IPS format is the key to all that, Andy. It'll be the equivalent of Robert's Rules of Order, because it'll endow low income groups with as much power as the well-to-do groups during the planning stages of projects. And as a sidelight, such activities will allow people who have lost their vote due to a criminal conviction to make significant contributions to their communities – a way to prove that they were indeed corrigible.

"And perhaps that helps answer your unasked question of how to rehabilitate violators who have been judged corrigible, doesn't it? It gives society a way to re-shape their personalities and get them back into the main stream of community life – a way to involve

them in Quest-satisfying activities they'd probably never get into otherwise. That activity would be part of the rehabilitation curriculum Frank referred to – and it could even be started while they were in prison.”

“I had wondered about the rehab matter” Bellander commented.

“With my personality, Andy” Nik said, his voice almost growling, “if I’d been born with black skin or brown skin I’d probably have been dead before I was 20 years old. I’d have tried to use force to get the kind of treatment I knew I had a right to. No doubt in my mind. I might have been corrigible, but I wouldn’t have realized that there were better ways – more satisfactory and more permanent – than my responsionalism would have led me to choose. In fact I did respond that way when I was subjected to any kind of prejudice or unfair treatment. Almost got into very serious trouble once. As it was, it was lucky that I came under the influences I did.” Frank, Mary and Delia nodded agreement.

“Phase Two will have to show the public that the American melting pot gives us an advantage” he continued. “If you get a mixed breed puppy from the dog pound, it’s almost a certainty that he’ll be a healthier pooch than most purebred puppies, simply because of his background. That’s just a fact of life – and the same thing applies to human society and to human health. That’s why discriminating against some group as not being purebred is not just anti-social and anti-American – it damned near borders on being criminal conduct. The teardown artists don’t know what they’re trying to tear down.”

Delia nodded. “Yes dear, we know.

“But in relation to your project, Andy, another thing we’ll have to show the public is how to make a distinction between long term and day-to-day measurements. That’s the difference between leadership and management you know, and the public must learn to think like leaders – they must learn to take an interest in the bigger picture.

“Your Status Report will just be an exercise in finding fault if the public can’t make such distinctions. They must eventually learn to follow a trail back to whoever or whatever generated each initiative. And the same will have to be true in examining the results current laws and policies are producing.”

“This Status Report will get awfully complex, won’t it?” Bellander commented.

“It’s just a matter of establishing an audit trail, Andy” Nik commented, “so the voters can examine the results after the tactics have been implemented. The point of installing IPS is to get the public to accept responsibility for due operating diligence. Are we making that connection clear?”

Bellander nodded, and said “I didn’t realize at first that the list of objectives was no good unless you’d tied them to purposes – and now I’m beginning to realize that you really do need the rest of the sequence too. I guess the purposes thing can simply be handled by

giving reason-why headings and lumping associated objectives under those headings in the Objectives Report, can't it? It'll have to be.

"And the designated objectives will change as the priorities change, won't they?

"But, as you pointed out, that also means the agency'll have to do a world of extra work in the early years just going back and trying to assign purposes and objectives to all the old initiatives which led to the laws and policies and regulations and budget items we already have in force. And that'll take years – considering all the arguments that will cause. Man, oh man – this thing is magnitudes bigger than I've been assuming it was going to be!

"Executive orders issued by the president have the same force as laws – and most of those probably need to be examined too – and we've been operating like this for a long, long time. Talk about having to clean out old stables!"

Nik grinned and continued. "It may be worse than that, Andy. The public assumes the Constitution has defined what the government should do, and all that's expected of them is to earn a living and pay taxes. They're not into this think-like-a-leader thing. They're conditioned to expect surrogates to choose the directions and spend the tax money. That's fool/factor, but the system encourages it. If you were to poll every voter on why we even have a national government you'd get multitudes of conflicting answers.

"For example, do they expect us to be the policeman to the world? Are we supposed to promote democracy to the rest of the world and save it from itself? And should our commercial interests or our ethics have the primary control our foreign policies?

"You have to have what the politicians call 'the vision thing' before you can think like a leader, and that's all foreign to the typical voter. Oh, they'll find it flattering to be asked for their opinions – but, at first, at least 70% of them'll tell you 'that's not my job, man'.

"Your system must challenge both the voters and their surrogates to at least agree on the nation's purposes. That'll force the surrogates to either endorse the public's purposes or admit to having their own – they'll always have that option of course. But your purpose is to give the voters a way to evaluate the surrogates' decisions more carefully – and judge them more closely. Adopting the initiative planning sequence helps assure that all sides of an initiative are examined by everyone – at least insofar as the examiners' perspectives will allow."

Delia smiled and said "What I was trying to get around to saying before Nikky got into my act, Andy, is that your Status Report should be rather simplistic – or rather that it should be presented in several different formats.

"The first would just be an executive overview chart which gave each a ranking from one to five for each of the fourteen major departments of the Executive branch.

“The second would be a larger list which gave one-to-five rankings of all the federal agencies within each department – plus the independent agencies – and that would be a very long list, because we have a lot of agencies. Those would be the ones which interested the CEO of a corporation the most.

“The third would be quite different – a chart with one-to-five rankings also, but it would offer the agency’s judgment of the attainment of national purposes and objectives. Now that would be quite a departure from the first two charts, and the public has never seen anything remotely like that. That would be the one which would interest the board of directors of a corporation the most – and it should be the one which interested the taxpayers the most, because that’s the one which would tell them what they were actually getting in return for their taxes. The first two would just be efficiency reports – but this one would deal in values.”

“That’s the one that would make all the politicians kick and scream, Andy” Nik said with an air of satisfaction. “When that report came out it’d be cover-your-ass time – but after one or two reports they’d all realize that nobody could whip them if they hid in the herd, and that the report gave each of them a chance to act like a hero and Do Something About It. That’d turn an ND situation into a PD situation, and the smart guys would soon learn to love it – so there’s your answer about where ND fits into your project. Got it?”

Bellander thought a moment, then said “It seems to me that the second and third reports would be duplicates. Couldn’t they be combined?”

The rest of the group was silent for awhile, then Delia said “There’s quite a difference between an efficiency report and a performance report, Andy”.

“We always put a performance evaluation function into our corporate programs” Mary said. “This may just be a matter of definitions – but I can see where he might be right, for the first few years at least – until we actually get them to make up a list of national purposes and objectives. Yeah, I can see where our third report might do more to confuse than inform in those first few years. Whatta you guys think?”

They all slowly nodded in agreement.

Delia smiled and said “In any event, there would be one other format, Andy – the one which would be the encyclopedia of all the data which supported the first two or three reports – and the public would probably never bother to take a look at it. Think of that one as being available on the Internet as well as in print – and as being a reference library which probably only the government agencies themselves would ever bother to read.”

“But wouldn’t that be the sort of information other governments would want to get their hands on too, wouldn’t it?” Bellander asked.

“Possibly” Delia replied. “But we wouldn’t be giving away any secrets they couldn’t get by reading the newspapers on a daily basis. You’d have to be pretty paranoid to imagine that it would cause us any danger. Embarrassment, perhaps – but not danger.

“In fact we think it would do just the opposite – because it would cause the citizens of other countries to want to set up operations like we had. Can you imagine how it would make the leaders of other countries feel when, after two or three years, almost every segment of our government that had low scores in the beginning had improved themselves? You can’t fault success – and there’d be enormous political pressure in other countries for switching over to our system.

“And that, in turn, would bring Phase Two closer to forming an international coalition of governments. What we have today on the international scene is equivalent to a country with several hundred cities but no infrastructure to connect them. No system of laws or enforcement or jurisprudence – a situation that can allow gang leaders to exercise power over both the public and its elected officials. It’s equivalent to the old city-state idea.

“IPS thinking, applied internationally, can lead to agreements on international purposes in spite of diplomatic or cultural or political or economic differences. And only a world coalition can assume the authority and enforce the power to make individual tyrants stop acting badly. No one nation’s politicians and generals can assume that policing authority or responsibility, regardless of what new weapons they control. America’s tendency to use double standards in international policy is proof of that. We cause about as many problems as we solve – and the law of unintended consequences keeps tripping us up.”

Delia sighed. “As you know, Andy, evolution follows any path away from constraints, so poorly designed legal and social constraints just stimulate people’s Quests to try to find ways around laws and outdated customs. It’s not that people tend to be anti-social, it’s just that they tend to be pro-Quest. And governments are what help society keep Quests under control. Or perhaps control is too strong a word. Let’s say ‘provide directions’.”

Delia glanced at her daughter. “Have we been expressing our ideas clearly?” she asked.

Talia smiled and replied “Most of it sounds correct to me – but on the one hand it probably sounds terribly theoretical and on the other hand much of it is embarrassingly obvious. Plus it has all been so random I’m afraid we may be causing an information overload of completely extraneous – or merely supplemental – ideas.”

Delia smiled at Bellander and said. “I know, and I’m sorry, Andy. This is the way it always sounds when we try to discuss basic concepts. The English language is so hi-frax – and when you try to stay generic you have to repeat the obvious again and again. Frank warned us against going off on tangents like this. They’re distracting.”

“I don’t find it distracting at all” Bellander answered. “This is exactly the kind of advice I was hoping you’d give me. I really appreciate it.

“But it seems to me – and I’m still trying to look at the larger picture of voter motivation – that what you’ve been saying is that each individual needs to be given the right to achieve Quest proofs, but there’s some sort of moral constraint. Is that right? I’ve never thought of motivational drives that way before. Am I off on some wrong tangent?”

“You see?” Mary said. “He’s smart enough to know that the idea of equity plays a big part in all this – and we haven’t even woven that into our discussions. Or did I miss it?”

Talia shook her head and said “No, we just haven’t gotten around to that yet.”

“I think you’re correct, Andy” Frank answered, “and I know you’re right, Mary. But we have covered what he wanted to cover. And I think that in addition to you discussing equity and equality in more depth, Mary – you and Malcolm and Talia would be well advised to go into the differences between Commcon, IPS and OpSys a little further. That’s part of the bigger picture too – in terms of changing the public’s awareness.”

Bellander smiled at them and said “Phase Two has one helluva job ahead of it, doesn’t it?” as he wrinkled his forehead.

Delia gave him a little smile and said “It is rather ambitious.

“You’re right, of course. But our primary requirement from you, however, is a 100% trustworthy source of information for the public to base their conclusions on and learn from. That’s where your project is the key to ours. We’re counting on Phase One to create that source. All the other benefits will seem secondary to you some day.

“But the timing is right, Andy. The sources of power are changing. In the past they relied on politics and ND to cause change – but the power of valid information can, and will, control the world in the not too distant future. Once we can get valid information into the hands of the common people – what Shakespeare called the brave new world will no longer have to rely on ND and egos and dreams to cause changes. But as you pointed out, however, it isn’t the information which is important – it’s knowing what to do with it. And, as Mary pointed out, the ideals of equity and equality are the catalysts to it all.”

Frank interrupted. “As I’ve been telling you from day one, Andy, this whole thing revolves around communication – which is why freedom of information is absolutely essential. But the information must be factual – and guaranteeing validity represents an enormous challenge. The CA Status Reports will be the start of that. That’s why your counselor agency must be absolutely above reproach – totally immune to political concerns and considerations. We can’t stress that too much.

“And then, perhaps much later, society will be able to institutionalize the rule of the implied warranty – either firmly embed it in custom or write it into law – to assure the public that other information is warranted to be factual. Now I admit that sort of

openness could screw things up for a few decades because there'd probably be thousands of pieces of litigation clogging the courts as people argued over the facts and started drawing their own conclusions about what had been the true causes of past actions."

"A more pragmatic value to all this, Andy" Talia said, "relates to Chang's frequent warnings that you can't have economic progress if the business community can't predict what the political community is going to do. Once your system begins to provide stability to the political processes, that'll help minimize the ups and downs in the economy."

Frank nodded vigorously. "Public officials absolutely must begin to tell it like it is – but they'll continue to be afraid of telling the truth so long as responsionalism governs the minds of the masses. The public must learn that it's not up to them to apply ND if they dislike what they hear. That's equivalent to shooting the messenger – which is about the dumbest thing you can do. Motivationally, I mean.

"You simply don't need to terminate officials for poor managerial results or practices without deciding if they're corrigible – because that's where the time economics of building learning curves enters the picture. For malfeasance, yes – for ineptitude, no – because the teaching effect can be used to correct ineptitude caused by inexperience."

Delia continued, saying "What Frank is saying is conceptually correct, Andy – but he and I differ over whether general communication or individual education is the key. Perhaps we're both right – my purpose being preparation and his purpose being implementation – but I think mine must be achieved first. Minds can't function without information – but of course once you give people the facts they must also be competent to convert them into information, and today electronics can provide more than just a flow of data. Today, through electronics, we're able to provide training to help the public learn how to think more logically – and more wisely – even if we have to bypass the school system. It's just a matter of technique.

"Up to now we haven't had a way to generate the education and communication that produced the kind of perspective the people need. Our educational systems just aren't set up to do it. The United Nations wasn't set up to do it. The Internet won't do it. The Internet is just a conduit, not a fabricator, and at the moment it only touches a relatively limited number of people who share very few unified purposes. Plus the validity of information on many Internet sites is highly suspect. The only place we know where we can even begin to plant the implied warranty concept is in your project."

Frank sighed and said "The anonymity of the Internet lets people pretend to be anything – either to con somebody into believing that they are what they say they are, or to con themselves into imagining that they are what they aren't. It's a WOW world out there, Andy – almost totally Quest driven. Unfortunately, that includes politicians and reporters – plus the people who dream up movies or videos or TV shows or CD-ROMs." He grinned as he glanced at Nik.

“Religion stems from the biased search for Quest proofs, which is a personal thing” he continued, “but equality is a universal concept – the great equalizer of belief systems.”

He stopped and smiled at Mary, then said “As she loves to point out – and will tomorrow.

“And while it’s difficult for us to explain – the use of dysdefined words to describe basic concepts keeps complicating the problem, not simplifying it. People are using hi-frax words with sales techniques to try to get through the confusion of communication overload more quickly, but all that’s doing is making things worse. Emotion causes diffusion instead of conclusion.

“Discretionary decision making does require creativity – and that will be the hallmark of what Delia is calling the Age of the Mental Artisan – but even creativity benefits if it’s guided instead of treated like a harum scarum accident of fate.

“We need linear planning via the IPS structure – accompanied by non-linear creativity – as we search for better and better solutions. And implementation needs to be based on facts. So we need your counselor agency to provide verified input as the base for decision making – and then Phase Two will build on that. It’s all pretty simple in the long run.”

He stopped and grinned, then said “But are we expecting you to give a speech that makes each of those points absolutely crystal clear? Not at all, Andy. Not at all. Phase One is expected to generate an appetite for truth – and at the same time produce a major PDX improvement in the government’s operating system. That’s all we’re asking you to do.”

“Gee, thanks” Bellander replied. “I was beginning to think my end of it was getting complicated.”

They all laughed, and then there was a long silence.

“Have we satisfied your reasons for asking us to discuss all this?” Delia asked.

“I’m not sure” Bellander replied.

“Well, we’ve satisfied ours” Nik said with a chuckle. “Remember the line ‘We hold these truths to be self evident’?” he asked.

Bellander nodded, and gave him a quizzical look.

“Same thing here” Nik continued. “We’re just trying to guide you through a background to help you put together your basic P/P/O. We think it’ll help if we give you all this other stuff, but it isn’t strictly necessary. You’ll see. Feel free to disregard all of it if you want.

“We realize we’re still leaving you in the dark about a few of the details. You’re making great progress though, and that’s where you should be directing all your thinking – toward

what you know you know – so don't fret too much about all our 'new age' points of view. Keep looking at everything from your own point of view and our ideas will make their own contributions along the way. You'll see. Just keep going. You're doing great. Just great!"

"I hope so" Bellander replied. "But so far I've only reached the general conclusions that the president shouldn't be trying to provide initiative and that it's nearly impossible for the Congress to show real leadership."

Delia studied his face for awhile, then said "What did you really want to ask us, Andy? I have the same feeling I get when we've been involved in some sort of long conversation in the Far East – where we've talked about everything except what was really on the other person's mind. What's really on your mind?"

Bellander grinned at her and said "You're right. I'm concerned about how the counselor agency idea may totally upset the balance of political power as we know it – and I've been waiting to lead you guys into giving me a hint on how you solved that problem when you came up with your version of the project. OK?

"Plus – everything you're saying seems to make sense, but I keep thinking maybe the CA has to have the power to enforce negative discipline – but also that they shouldn't have any power at all."

Nik roared with laughter. "Is that all? You're right, of course – they should have no direct power at all. As to politics, yes it will cause problems for the guys in that business. Major problems. But they won't be your problems, so don't worry about all that other stuff. Just assume there will still be conservative camps and liberal camps, even if the parties change their names – and even if they come up with a party for each of the purposes on the agenda. The public and the politicians will probably fret over the details for quite awhile. That's OK – providing you at least make the sale on the need for the counselor concept in general. How they actually structure things is up to them – just so long as the counselor agency has no operating power. Influence, yes – power, no. It's got to be a service agency.

"The most important thing to remember is that the agency must be absolutely as honest and trustworthy as it's possible to make it. That means that the agency management has to have the absolute right to hire and fire whoever it damn well pleases, and to build an esprit d'corps that would make Napoleon stand up in his tomb and salute. And to make damned sure the public knows it. And then, as a result, the rest of the government will – slowly – have to become just as honest. But to do that you'll have to minimize the threat of ND the rest of the government people face. Today, as you know, there's no reward for honesty. Your big-picture vision will have to change that. There'll have to be ND, but it'll have to be different from what we have today.

“You must emphasize that the members of Congress must be able to protect their decision-making authority. That means they don’t have to kowtow to the opinions of your agency expertniks – no way, no how. Which means that nobody in the agency can advocate which way the decisions have to be made – but they can suggest options.

“The agency guys can suggest – but then they’ll have to keep their mouths shut even when they don’t agree with Congress’s opinions – and the only way to assure that is to let Congress have the power to fire them. Agency management should have the right to hire or fire whoever they want, but members of Congress must also have to be able to fire any or all of them. If the Congress acts unfairly – that’s up to them and the public to sort out at the ballot box. I think you’ll find that that Flash Vote idea is going to play a much bigger part in all the political give and take than you probably realize at the moment.

“But I’m definitely talking fourth corollary ND for keeping agency individuals in line, Andy. The agency people will have to have employment contracts – but when a contract comes up for renewal any single member of Congress should have the power to blackball any of them. Members of Congress would have to do it out in the open of course, so the media could get in on the action, but any one peanut brained Congressman from Podunk must have the power to prevent renewal of the employment contract of the most respected expert at the agency. Of course – once that expert is a civilian again, that Congressman may find out that the fourth corollary works two ways.

“It’ll happen – and you’ll have to let it happen, because your counselors must answer to the people who have been voted into office. That may seem unfair, unnecessary, illogical and counterproductive to you at the moment, but think about it. Politicians are used to making unsubstantiated claims to support their promises and promote their ideas, and a counsel report which predicts results different from what a pol wants to promise will sound like a political challenge – especially to a responsional mindset. The usual reason those guys make wild promises is simply because they don’t have enough ideas available in the first place – and that’s what the counsel is supposed to correct – so, on balance, most politicians will just have to learn to draw their conclusions more cautiously. On the other hand, what if the counsel did try to put a spin on the way they report their opinions?

“There is no way you can let them do something like that. That’d be the first step toward letting them turn into an elite, untouchable power mechanism behind the scenes – and the first step toward the end for them – and perhaps for our whole damned government. At the very least, once the public loses confidence in the CA’s integrity, the public will demand that the Congress vote them out of existence – and we’ll be right back where we started. So every member of the counsel, from the top officers to the newest hires, will have to be subject to not having their employment contracts renewed because of the whim of some disgruntled politician. The fourth corollary is the only answer for maintaining their integrity.

“And I think you’ve already considered the idea of using the agency as an ombudsman so federal employees can help the government improve itself internally, haven’t you?

“Yes” Bellander replied. “I like that idea very much.”

“Well, there you are” Nik said with a broad grin. “It’s all a pretty simple deal. And I could have saved you all this time if you’d just have given me a phone call.”

“You’re making fine progress, Andy” Delia said admiringly. “I rather sensed that you called this meeting to get us to open up on generalities like these. But perhaps we should have been asking you questions instead of rambling on so much. You’re actually doing just fine, aren’t you?”

“Yes, m’am. Thank you, m’am” Bellander responded with a broad grin.

“And so are you, dear” she said to Talia with a smile. “So are you. We’re very pleased.

”Just remember, Andy – as I’m sure you’ve already figured out – that Nikky sort of gets carried away sometimes and then we all tend to follow his lead.”

Bellander smiled and nodded.

“Everybody’s gotta have a fall guy, Andy” Nik said with a shrug. “But tell me this – if a man speaks in the forest, is he be wrong if a woman doesn’t hear him?” He laughed and then tweaked his wife’s nose as he stood up

Talia gave her mother a kiss and her father a hug, and said “And that’s enough time on mental gymnastics for today. Come on, flyboy – let’s go do some more work on building up your lung power in the real gym.”

They parted with smiles all around. Bellander felt comfortable about having called his own special meeting, and he resolved to begin asking more questions about details which were still bothering him.

But he wondered if he was in fact making the kind of progress they seemed to assume. Their general approval gave him a sense of satisfaction – but he still felt uncertain about the relationship of all the philosophizing with his actual project.

He was now fully confident he could present the concept for the new governmental service agency they had in mind, but he was uncertain about whether to include any of the esoteric background his hosts kept presenting with such sincerity. It did have its place – and he could see where it had helped him evaluate some of his positions.

He and Talia chattered like teenagers when they were alone, but she was usually careful not to steer him toward one conclusion or another. He was able to trick her into firm statements from time to time, and he loved to hear her laugh when she realized he’d trapped her into taking a position, but she usually avoided his tricks. He learned to look

for approval in her eyes and whenever he noticed she was avoiding looking at him he was careful to make an extra effort to ‘make connections among the collections’ of whatever they were discussing. Finally he shrugged, cleared his mind, and turned his attention to admiring Talia’s athletic skills for the rest of the day.

IPS vs. OpSys

As Mary, Malcolm and Delia arrived in Talia's lyceum promptly at eight o'clock, Delia smiled at him and said "Perhaps you didn't expect me, Andy, but since my name was on the original schedule I used that as an excuse to come along. This is great fun."

"I really appreciate having all of you here" he replied. Then he added "I think I have my general project pretty well figured out, and putting a speech together isn't going to bother me – but if you think I need a little more discussion on the general concept of equity and on the differences between Commcon, IPS and OpSys, I'm willing to tag along. I think I understand those subjects – but if I've learned one thing at all about this place it's that there always seems to be a new perspective waiting for me around the next corner."

"But – if you don't mind – first let's talk a little more about how you expect Phase Two to overcome group negonition. I'm still not sure I'm convinced that your Pollyanna approach can affect that problem that much. And that issue seems very important to me."

"Groups often hate other groups without having rational reasons, and conflicts between beliefs is pervasive. And if we can't cure that sort of intolerance – how can we possibly combat terrorism or create amicable forms of government?"

"Your arguments may give hope to a diplomat but they make almost no sense at all to a military mind. The military answer would be to apply massive amounts of ND to counter the ND – a sort of extension of Frank's predictions about killing all the incorrigibles or Nik's statement that God does not save garbage – and we simply can't let agitators keep arousing their followers to try to kill other groups or even entire populations."

"Well, Andy" Malcolm answered, "there's the fast way and the slow way. The fast way involves international police and international armies, with preemptive efforts to stop the killing before it starts. The slow way is to condition people to not think that way in the first place – and that's the one we obviously prefer."

Bellander gave him a rueful smile and replied "Just saying you trust the power of positive discipline doesn't seem to lead me to the belief we can convert the non-believers. We think we're right, and they think they're right. You're just saying you believe you can pull off sort of a Spanish Inquisition in reverse – which smacks of imposition, not learning. Plus people have always found other groups to hate, and hatred's so satisfying to the appetite for feeling important that I just don't see how logic can overcome that factor and yet achieve cooperation. Unless you're talking about a time line that extends over centuries. Am I just being too impatient?"

“I don’t suppose we could just say ‘Trust us’?” Malcolm asked with a grin.

“There’s a third answer, Bellander” Mary said. “Just kill off two-thirds of the population of the planet and start over. Has your military mind considered that option? And if you happen to kill a few hundred million of the good guys in the process, well ’scuse me!”

Bellander just grinned at her.

“It really is a matter of timing – and faith” Mary said, “plus you’re not quite on the right track and your choice of words is a little off. The Quest is the reason for choosing importance indicators and egonition is the process of choosing them and acting on them. So you’re mixing reason-why with process. Egonition refers to choosing either positive or negative impindors, while negonition just refers to the negative part of that process. More to the point, m’boy, it’s fair to say that this is another instance where our ideas may be describing what should be on the table rather than the recipes for making it, and I can see that leaves lots of question marks. I can see where that’d be real confusing.

“First of all, it isn’t us who have to come up with those answers – it’s society, ’way out in the future. And the reason they’ll correct it will be for the same reason they have law enforcement agencies. Negonition is going to happen. That’s a given. But here’s how Nik would explain it. He’d say you start out with anarchy – then you gang together and make some rules and you get some strongarm guys to enforce the rules – then, after just about everybody has learned to obey the rules, you have the strongarm guys shoot the non-learners – and you’re left with a peaceful world for your society to live in, except that then you’ll need to hire somebody to kill off the strongarm guys. Et cetera, et cetera.

“What we’re concerned with doing is setting up a system that makes sure each new generation that comes along gets a thorough explanation of why their ancestors made up those old rules in the first place. That’s because unless you do that – negonition is going to keep popping up like small pox in those new generations – which will mean you’ll then have to shoot each whole new generation. Now that’s pretty easy to understand, isn’t it?

“But let me also point out that your military solution tends to apply to after-the-fact situations while your diplomats would be interested in before-the-fact prevention. That difference in time frames is very significant – and we’re trying to affect the future.”

Bellander continued determinedly. “Let me give you a different example. With all the positive predictions I keep hearing, I don’t really think I’ve heard one word about how my new system may be able to prevent political corruption. Do you honestly think just setting objectives will provide an answer for that? Corruption is a major deterrent to good government everywhere in the world, and you haven’t come close to convincing me the IPS process or the agency system can or will correct a problem like that.”

“I’m glad Dad isn’t here” Talia replied, “because he’d still be talking a week from now – and you might never get a clarification. His basic answer is to quote the old police saying

that ‘If you show me a crooked cop I’ll show you a crooked judge – every time’. He runs into corrupt officials all the time in trying to get his programs on the air in foreign markets, so he’s always looking for root causes of problems – and to him it’s simply monkey-see-monkey-do. The followers follow the leaders’ examples.”

The three women smiled, then Mary turned to Bellander and said “If you can overlook all those mixed metaphors, Andy, it really is mostly just a matter of time – a matter of TE.

“If the guys at the top are getting away with thievery – or even just closing their eyes to it – the people below them will have their hands out. People do learn by example, you know. That’s tolerance of immunity to negative discipline – ITND – which results in a loss of time as far as progress is concerned and a loss of money and efficiency as far as the public is concerned. That’s why you need measurement. Objectives and measurement.

“The same thing happens when you have stupidity at the top though – because the underpaid people several rungs down the ladder know the top guys are too dumb to check up on them. In other words – no constraint, either real or implied. Measurements and laws that aren’t enforced represent PD permission, not ND.

“So we’ll need to generate civic intolerance of ITND – and we’ll need measurement to achieve that. And if we can get governments to set objectives and measure achievements – whether they do it openly or secretly – the results of those measurements will eventually come out. And that’s where the immunity to negative discipline begins to disappear. That’s the first step toward getting people to fight shoulder to shoulder instead of nose to nose, as Nik says – give all those various groups a unifying goal to fight for together. They’ll weed out the crooks themselves.

“But to keep the public involved you have to develop five areas – control of goals, access to facts, measurement of performance, freedom of the press, and an honest judicial system. And those last two are also indirect goals of your project too, not just the job of Phase Two. You may not realize it, but you will be laying the foundation for establishing those functions in countries where they’re missing – and for strengthening them in countries where they’re already established.

“But the time factor – the TE – is what you have to think about most. You have to use time to your advantage instead of complain that things aren’t happening fast enough.” The laugh wrinkles crinkled around her eyes as she gave him a big grin, then continued.

“Just look at it from the bad guys’ POV for a start. As time goes by the bigger crooks will endorse stronger law enforcement as a way to protect themselves from the new bad guys coming along behind them – because if they can control the public’s law enforcement people they won’t have to use their own strong arm squads to settle internal disputes which can tend to get pretty iffy as time goes by. And that’s as true of OSLs as it is of local gangsters, Andy. That’s a constant. The more powerful you become, the more you can appreciate how nice it is if you can get somebody else to enforce your ND for you.

“But it’s not smart for a dictator to try to make cops out of colonels because the two jobs require different mindsets. The end justifies the means to the military mind, and it usually doesn’t take long before a cop colonel has built up a police force with as much firepower as the army. That’s a no-no. OSLs need sheep with loud voices – not real lions.

“But once the policing system has evolved far enough – which can take several decades, mind you – the public may have a chance to put a few honest guys in charge, grab power and stomp on corruption by taking down the OSL’s people. That’s another unifier, you see. That’s the way you start getting access to facts.

“The other cogs, as I said, are goals, trustworthy measurement, news media and judges – so next you get the public to set the objectives that are to get measured, and you’ll end up with a system that is becoming intolerant of ITND. But it’ll all take time.

“As to terrorism – Phase Two will use the media to arouse public concern, so that’ll help. But there’s no quick fix answer there either. No quick fix – just public maturity, involvement and cooperation. And sometimes you do have to go to considerable lengths to create PDX reasons for people to be willing to fight for what’s right. It’s a time thing.”

Then she grinned widely and said “Did you ever have a garden, Andy?”

He replied “Can’t say that I ever did”.

“Well, there you go!” she said expansively. “That and running a hospital are about the same thing. If you don’t keep busy tending what you’ve planted, the weeds will take over or the staph infections will infect all your patients. But if you pay attention to genetics and hygiene you can develop weed-resistant plants and disease-resistant patients. It’s just a matter of taking preventive action – and IPS can help you plan to make that happen, even to the point of curing corruption – and do it without violence.

“The bad guys are always vulnerable except when they get smart and do something good for a change. That happens now and then. You know, like the way the guys in China got rid of flies by giving everybody a fly swatter and telling them to swat away the enemy.”

“People must cure people problems, Andy” Delia said. “Laws are just an adjunct.”

“Just how much do you know about early 20th century China, Andy?” Mary asked as she made a determined effort to keep control of the conversation.

“Lots of powerful local warlords, each with his own army” Bellander replied. “Lots of tyranny and abuse of the peasants. Then the Japanese invaded and defeated the warlords. Then nationalism and communism caught on and their followers rebelled against the invaders, fought a war, split the country, and each set up their own government. But both

had widespread intolerance of anybody who didn't toe their party lines. And lots of corruption. Same old same old, but different."

"That sort of glosses over the situation" Mary continued. "You forgot about when the white guys controlled the opium trade, and their governments sent gunboats up the Yangtze to protect their opium business. And Hong Kong was a distribution center for dope. Money was everything, and life meant nothing. In Shanghai, white soldiers of fortune used to go into a bar from the international side, get drunk, then go out the other door into the Chinese sector and bet on who could kill a coolie the farthest away with a pistol. They all carried guns, you know, and guns and money were all the law there was. Believe me – I've talked to people who lived through those times. The people had no power at all. Guns and money ruled. And make no mistake – the most profitable business to be in, in the '20s, was opium. And damned few trusted either their government or the white guys. Except for some of the missionaries, who pretty much did their own thing.

"Then the Japanese invaded and committed atrocities. And then the communist saviors took over and committed all sorts of atrocities of their own – and the mainland people transferred their distrust from the invaders back to their own government. So the common people went from being abused by the warlords to being abused by the whites to being abused by the invaders to being abused by the new version of the warlords. And there was hatred and corruption and resentment at every step. That's a bad garden, baby!

"My point is that many of today's rulers – everywhere – had ancestors who got their hands dirty back in the past somewhere, and that lots and lots of influential people today have ancestors they'd rather avoid talking about. Not honestly, at least. All over the world. Being a soldier of fortune or a mercenary or part of a conquering army isn't nearly as romantic as the movies make those jobs out to be, and lots of the present day holier-than-thou leaders had bad guys for ancestors so they want to keep stuff like that quiet.

"But remember – the biggest fortunes were almost always made by the guys who stayed home and paid to have their dirty work done for them – and that's the mud that corruption grows in. Chang says one of the communist oldtimers – you know, from the group who made the Long March – with help from his kids, was worth an estimated two billion dollars when he died. ITND has muddy shoes, m'boy. And money walks in muddy shoes!

"And that sort of history, repeated all over the world, has left the masses frustrated on several fronts – with all sorts of strong left-over hatreds. When you're frustrated, and you know it's not your fault, and it isn't safe to find fault with the guys with the guns – you pick out somebody else to blame. And that can be anybody.

"When you have institutional intolerance coming from above and frustration intolerance coming from below, you have the motivation for a revolution – but if the people don't control the guns you just have terrorists – and history repeating itself over and over. And we all know that won't work."

Bellander found himself admiring the intensity of her convictions. Mary apparently noticed his mind had wandered, and with a wave of her hand she re-captured his attention, then continued.

“But the other point, as I said, is that OSLs get to be pretty paranoid about protecting their wealth and power, so they try to enlist the poor folks by handing out a few favors. The safety in numbers routine, you know. Safety in numbers. So they do a few nice things for some of the people – begin to give the peons a few crumbs from the table – and in effect they recruit cheap political soldiers by influencing public opinion. But they still keep control over the guns, the money, the facts, the press and the judicial system – and they maintain a PDX of frustration intolerance that they can use in promoting their institutional intolerance.

“Do you know what I’m saying? Do you know about frustration intolerance?”

“No” Bellander replied.

“No, I didn’t think so” she replied. “Frustration intolerance is where the leaders keep the poor folks just barely satisfied with their lot in life – pretend to be intolerant of their frustrations but don’t spend any more money on them than they have to. Institutional intolerance is where the leaders knock the poor folks in the head if they try to do something to help themselves. Can’t allow that or they lose control, y’know – gotta make the poor folks keep feeling tolerant toward the fact they’re frustrated. But every so often, when it looks like the institution may be losing control, the top guys shovel some more money out the back of the truck and yell that the poor folks should be supporting the institution that’s doing nice things for them.

“It’s just a cold hearted way to keep control and save the cushy jobs of the guys in charge.

“And they usually build up a judicial system to have a way to settle arguments, but they also use it as a weapon to abuse the people they think threaten their control – so it’s also corrupt and offers very little relief to the average citizens. And they set up semi-phony news media just to support their ideological propaganda. But the reason they have to keep all the operating facts under lock and key is because these days information has become more powerful than guns or money. Facts have a way of causing explosions too, you know. Once the people have the facts they can see their own way out of the frustration that’s bugging them – and that re-focuses their intolerance toward the leaders.

“Which brings us around to the idea you’re going to be promoting, Andy. You understand that parts of the counselor agency idea could be just as useful to a dictator as to a democracy, don’t you? Or to a monarchy, or to just about any form of government for that matter. The real problem – and benefit – your system presents to an OSL is that your system highlights gathering facts so as to produce improved leadership decisions.

“Now, by definition, a dictator wouldn’t be very interested in listening to a service bureau trying to tell him what decisions to make or what goals to aim for. On the other hand he’d be very interested in getting their just-the-facts-man Status Reports, because he’d probably have good reasons not to trust the reports his own management people were trying to feed him. He’d doubt those guys – and he should. He should – because their misrepresentations of the facts can let a revolution sneak up on him. OSLs get frustrated too, you know. He’d want that report. But getting it would be a problem.

“First of all, you’ve gotta set up a reporting system you can trust to report that the emperor isn’t wearing any clothes, if that’s what the facts are. And once that kind of data is being accumulated – it’ll leak. You said it yourself. The competition among his own admin people would cause that to happen.

“Once somebody – anybody – begins to have access to the real facts about what’s going on, it’s only a matter of time until some of those facts get to the public. And when that happens you begin to have arguments as to who made – or who did not make – the leadership decisions. It starts with rumors at first, then stolen copies of reports, et cetera, et cetera. A nutty OSL might have his secret police kill hundreds or even thousands of people suspected of knowing too much, and talking about it, and when that didn’t work he’d close down the agency – but he’d soon find his new appetite for facts was so big that he’d start it up again, perhaps under some new name. Getting facts becomes an addiction.

“But then the leaks would start getting to the public all over again, Andy – and even his political soldiers would begin to turn against him – and your Status Report idea can eventually lead to the downfall of guys like that. It’s like poisoned bait. Once you get it into the nest, the rest of the guys with their hands out begin to go down too.

“It’s just a matter of time economics – first the addiction to facts, then the leaking of the facts, then the arguments among the top guys about who’s to blame, then a committee to set rational goals, then measurement of achievement – and all of a sudden you’re on the trail toward diffused power instead of focused power. But you instigator-types may have to pay the price of letting all that happen slowly.

“And to go back to your original question, yes, that’s all caused by negonition – but a description of the effects won’t always tell you the cure. The point is that our way of fighting corruption is to go after the BB cause – not to just try to attack the symptoms. You’ve gotta teach the public to fish for themselves – and that includes learning how to cut poles and steal hooks and string and all sorts of other knowledge. But causing change doesn’t necessarily require the agents of change to get killed or tortured.

“We admit it’s faster to stir up insurrection and revolution – but you’ve gotta remember the fourth C. You’ve gotta ask what you’ll end up with after all those people have been hurt or killed, and all those families disrupted. Would that cause a teaching effect? That’s where Malcolm’s ‘real/win/worth’ questions have to be asked. You shoot all the strongarm boys and what you’re left with is another group of strongarm boys.”

Mary stopped and grinned at him, then said “You can sure tell I’m in sales, can’t you – throwing mixed metaphors all over the place. As bad as your girlfriend!”

“It is shameful, I tell you” Malcolm said with a laugh. “Absolutely shameful!”

“Remember Dad referring to ‘the colonels in the back rooms, plotting to overthrow el presidente’ when he was talking about OSLs?” Talia asked. “Well there are always patriots in government offices too – in all sorts of rooms. They may not be interested in overthrowing the government or gaining personal power – but they’re willing to whisper truths that can start mental revolts if they think it’ll somehow improve their country. Their sense of affiliation is with the rest of the citizens, not just with the guys in power

“And once you’ve established an environment where people begin to believe in their ability to make their government change – you’ve also established an environment where people feel it’s their civic duty to report malfeasance as well as any criminal activity they hear of. The pen – meaning information – really is mightier than the sword. And an OSL who finds his power slipping will find it expedient to make an effort to stamp out corruption, just to keep the natives from getting too restless – and the natives will also find it expedient to report on the nuts who are talking about terrorism as a way to get attention for themselves.”

“To go back to my reference to China” Mary said, “if the world had had a coalition of states using IPS and counselor agencies back in the 1930s – intervention by the rest of the world might have stopped Japan from invading and stopped China from going down the trail of communism – and avoided much of the suffering their people have been through. There would have been battles with the warlords – that’s a given. But the leaders of the revolution could have controlled the warlords and the drug dealers with guns, and then controlled the nation with information. And Japan might have stayed out of WWII.

“There might never have been a Taiwan – and China today might have been the economic colossus of the world instead of a club of politicians with dubious leadership qualifications to support them. The common man has a very strong appetite for information too, you know. That’s why gossiping is the world’s most popular hobby.

“But Nik keeps making the point that you just can’t drop a democracy on a country like that and walk away. That won’t work. Do you agree why it won’t work?”

“Yes” Bellander replied, “I agree with his explanations.

“And I can agree with your theories and descriptions and prescriptions” he continued, “but I’m still dubious that just adopting the steps of IPS can hope to neutralize things like crooked politics and cronyism and corruption. Those people are using logic too, or they wouldn’t be successful. I admit theirs is more emotional logic, not as linear as IPS, but even if you give them honest facts and figures to think with, they’re still going to come up

with what's-in-it-for-me types of decisions – and disinformation is right on the borderline of defining the BB cause of corruption. Isn't it?"

They all smiled and nodded agreement.

"You're a hell of a lot of help" he muttered. "And I don't seem to know where I'm going with this. I seem to be agreeing and disagreeing at the same time."

"Andy" Talia said, "I think your lack of exposure to the business and scientific worlds is tripping you up here. We agree that the WIIFM factor will always be present, regardless of the system – and that military decision making is basically linear and political decision making is often quite non-linear – but business thinking uses both, and our experience in business is what's causing us to say many of these things. We're much more attuned to business than to politics – but we see the results IPS causes in companies that are riddled with politics before we begin presenting our programs to them."

"She's right, Andy" Mary said. "In our consulting practice we do a survey that measures the personality of a company much the same way the DIFR quizzes measure the personality of a person – and whatta you know – companies have personalities too! Some of them are shot through with politics and some of them are straight-arrow by-the-book outfits – so we know, going in, how to approach them. And the same thing is true of groups of people and even countries – which is what she was leading up to – except that we can't always make a direct impact on countries or loosely organized groups like we can on companies, so we'll have to sneak up on the management of those countries."

"Let me give you one of our examples. Let's say a guy who is a member of AB&D gets appointed CEO of some company and wants us to help him turn it around – which is a pretty common situation with us. You know, referral business from previously satisfied customers. That's better than advertising. 'Way better."

"So we do a survey of the decision making environment the guy has inherited – both at the leadership level and at the Op system level – and if it's a straight-arrow outfit we start right off by getting his executives to make certain their objectives are clear and that they have suitable measurement systems in place."

"Next we emphasize Commcon and teaching his people how to get more out of the emotional dynamics they may be missing out on. In other words, we teach them to sell each other on doing things rather just issuing memos and giving commands. That's equivalent to giving the place a shot of adrenaline. It adds a little fervor to their attitudes and a little excitement to their lives – makes the place more human and sometimes enhances the sense of teamwork that's been missing from their projects – plus it stimulates a little sense of initiative, et cetera, et cetera."

"And we figure 'if it ain't broke, don't fix it' so we usually don't bother trying to explain IPS to the Op system people for perhaps a year after that – because we figure they're

already conditioned in that direction and they already understand our linear-planning format. We know all about quality control programs and performance enhancement and all that other stuff too – but you’ve gotta build a foundation first. And we do.

“But if our survey shows their decision makers are working in a dog-eat-dog environment where every decision has to be weighed according to its political implications – that’s a different story altogether. That’s roughly the equivalent of trying to be a decision maker in a governmental environment. Which is roughly the equivalent of trying to live with a cancer where it seems like the disease has a life of its own, regardless of what you try to do. So what do we do? We may not be able to cure cancer, but we can sure as the devil change companies, my friend.

“We start out with the top honchos – the big egos – and we train them in Malcolm’s IPS format plus my Commcon system, to start the train-the-trainer approach. Then they train the people under them – you know, the people in the second column of the cascade chart – and we help them do that. Then their underlings have to train the people who report to them – the next column over – and we help in that training too.

“Those are people who’ve been accustomed to going to meetings which either didn’t accomplish much or were simply a forum for top-down order giving – you know, the talking head in lieu of a memo. So what’ve we got at that point? We now have people who know how to turn one of those pointless meetings into something productive.

“And pretty quickly we’ll have proposals going up and down the hierarchy in IPS format, so everybody in the cascade can see where a project is – how well the planning is going – at any point in time. And the politicians will take credit for the good stuff – and develop an appetite for more of it.

“Then we force the top dogs to use IPS – which provides the Op system people with clearer objectives than they may have had before. Politically-oriented executives like to bark a command and back away, you know – not get involved, so they can blame somebody else if things don’t turn out right – but we force them to get involved and put their personal stamp on each plan. We also make certain they know how to get their people involved too – usually by letting them make suggestions so they feel some sense of ownership – which is also a good coverup move for a manager who doesn’t know quite what to do.

“We get them to build measuring points into their system – and we get all of them addicted to actually measuring the results they’re causing. Those kinds of companies usually have strong OpSys measurements, but weak objective attainment measurements. And from an OpSys point of view there’s more psychodynamic value in measuring team achievements than there is in all the other data accumulation processes combined.

“They pick up on the Common stuff pretty quickly of course, because selling comes second nature to people in a political environment – but what they have to learn is to be more like the WODs than like the WOWs they’ve been forced to pretend to be.

“The IPS format gives the CEO or his honchos the chance to sit in on any presentation or discussion, at any level in the Op system, and monitor whether or not they’re using a rational approach – decide whether they’re creating strategies or solving problems or just floundering around – whether or not there’s a sense of ownership of the process. That sort of professional attitude makes it a lot easier to spot political agendas and get the train back on the IPS track whenever it’s needed. And it gives the honchos the chance to make some CYA moves while still getting the most out of their staff’s abilities – even when the honcho doesn’t actually know what needs to be done, which I might add, is very common. They’re big on big pictures, but they don’t know diddly about how to actually do things.”

“One of the companies I worked for” Talia said, “had an unwritten rule which said ‘Never, never, never let a VP try to expedite anything!’ – and they meant it.”

Mary laughed and continued. “Now our approach is not going to totally cure the habit of looking at everything from a political POV, Andy – but it’ll rationalize the OpSys processes as well as improve employee morale by getting everybody more involved. And – slowly, perhaps – it’ll help reduce employee frustration with the company. You don’t just disrupt everything for the sake of change – you ease them into it through self education. And let me remind you – the situation I’ve just described could just as easily describe an OSL’s staff of big egos too.

“You won’t really see the politics fading out of the organization until the current crop of honchos has left or retired – but in the meantime you’ll see a more healthy, more vibrant, more competitive organization that’s trying to do what its stockholders think it’s supposed to be doing. And that’s what CEOs pay us the big bucks to help them accomplish. We establish and institutionalize rationality instead of emotionality. We get people from various departments talking to each other – like they should have been doing in the first place. Cooperation instead of confrontation and insulation. That sort of thing.

“And that’s the key. You can’t wipe out either corruption or flawed management in a system just by installing IPS – but installing IPS is far and away the best place to start.

“Whoa, I didn’t quite mean that! With a company, how you start depends on how bad things are. If you’ve got evidence of illegal stuff you start out by bringing charges under the fourth C – before you apply PD and IPS. PD may take longer to cause change than you’d prefer, or it may cause change in one big explosion – but the change’ll happen. Once you get the troops using a system that appeals to the innate logic of the whole group it’s like giving them a taste of the forbidden fruit.

“And that can happen to all the workers in a country’s government too – except the agents of change have no way to bring charges against crooked leaders. At first, anyway.

“It’s a little different with a bunch of revolutionaries or terrorists. They hide their own purposes behind the group’s SOPs because they’re often really loners looking for Quest proofs. So unless you can’t avoid it you don’t start out by making accusations or trying to bring charges for wrongdoing because that’d just raise their defense mechanisms and shut you out. You don’t have control of their source of power, you see, because it’s located in their imagination. Those are the guys you really have to sneak up on. Which means you’ve got to keep your motivation modification efforts separated from any ND activities. So you try peer approval first.

“Impindors are future-oriented and ND is primarily past-oriented. You’ve got to get the guys you’re dealing with to agree on future-oriented initiatives if you want to get them working shoulder to shoulder. Now that may sound crazy because you can say terrorists are always focused on causing death and destruction in the future, but I’m talking about the cause of their motivation, not the effects of their motivation. They’ve got to put the past behind them – and they need promises of future PD to get them to do it.”

“I’ve tried to negotiate with terrorists a couple of times” Bellander said, “and those people aren’t normal. We were coached to present ourselves in low profile to avoid triggering a paranoid reaction, and to avoid saying anything negative about any religion at all times.”

“Right!” Mary said emphatically. “Those people separate things into good and bad, with no in between, and they have extremely fundamental views on religion. Frank says that most of them had a serious illness as a child and picked up a feeling of hopelessness as a result – so they see death as the ultimate way to get attention for themselves. And they literally don’t care whether it’s your death or their death. They attach that attitude to some imaginary religious or political cause, and that in turn attracts followers who’ve developed a semi-fatalistic attitude for some other reason.

“You’ve only got two choices with people like that, Andy – either find a way to convince them there are more rewarding reasons for living than their previous experiences have taught them – or shoot them. And like Frank says, it’s better to try to help them learn because if you try to shoot them they may shoot back. Education may be too slow a method to save a lot of them, but you can at least affect the next generation if you try.”

They were all silent for a few moments, then Bellander asked “Do you try to set up counselor agencies in companies you’re working for, to help them with their initiative decision making?”.

Mary and Malcolm exchanged quick glances, then Malcolm said “No, we don’t. Not for leadership planning. They’re usually not big enough, so it’s not an option.

“We’ve toyed with the idea of offering our own organization’s decision-making support to CEOs, but we have access to too much highly confidential international information to risk exposing ourselves to charges of collusion or violations of trust. Most of our customers

operate globally, you know. In other words, our advice might be too helpful. That's especially a problem if Chang happens to be holding stock in that company.

"In any event, it wouldn't be economical for a company to try to form its own agency. We do get a lot of them to set up an executive bulletin board for sharing tips – to build and support a SingOP, which can be especially valuable to the OpSys management people – but that's not the same thing.

"Basically, we sell the top executives on IPS and then we talk about enhancing Op system planning to be better able to carry out the commands which come down from the top. We show them how IPS can help, but we mostly emphasize Mary's Commcon formula for selling their troops on what to do instead of just relying on commands. We concentrate on communications techniques as the way to build perspectives – and we tell them the founder syndrome story. We show them the value of IPS, but we don't really care whether the Op guys use the IPS or OpSys formats.

"As I say, we do try to get the top executives to use IPS in developing their top level plans, but we don't tell them they need to solicit suggestions from their troops – or from us. Not often, anyway. They usually understand MBO and they can quickly see how the cascade chart is affected by poor communications – and we can get that message across within about 15 minutes. Then we spend considerable time helping them develop ways to make certain the employees understand the objectives the top level planning has set – and the subordinate objectives which have devolved from those – and the difference between them. If the executives need training in what to do – that's the CEO's problem, not ours. We teach how, not what.

"Plus we expose the employees to problem-solving techniques and explain how they fit into the OpSys approach – and then we re-review IPS with them and show how OpSys problem solving can sometimes be mis-directed toward the wrong problems – but we don't try to make them start with objectives of their own. They're living in a responsional world, and they're trained to focus on solving problems, not choosing directions.

"We strongly recommend employee suggestion programs at the Op system level however. An employee suggestion program is obviously much more valuable when it's tied to the leaders' stated objectives of course, rather than to just a mishmash of problems as perceived at the employee level. IPS at the top guarantees better suggestions from below.

"But you see, Andy, the agency concept works best where there's a need for shared information, such as in sales departments or in big research facilities – but it isn't that effective as an enterprise-wide tool in the typical corporation. Plus it's too costly."

He stopped for a moment, then Mary asked "Has anybody tried to explain time economics by telling you the 'founder syndrome' story he referred to?"

Bellander nodded his head, but Malcolm smiled and said "Let's review it again anyway.

“When a man starts a company, he has to do everything himself. Then as his revenues increase he’s able to hire people to do things he’d do himself if he had the time. And it doesn’t matter if that company ends up with 100,000 employees – each of those employees has to be considered a surrogate founder, because each is doing things the founder would be doing if he had the time. For your project you could imagine George Washington as the founder figure, with two million employees in the company. OK?”

“Now that founder has two choices. He can either make certain each employee knows what they’re expected to do, and why, and leave them alone to let them do it – or he can spend all his time supervising them to see if they’re doing what he’d be doing if he was doing the work himself. Simple TE tells you what the best investment of his time would be. Good P/P/Os at the top, plus good communications, equals increased productivity at the bottom – and frees up the founder to pursue other, broader perspectives.

“But at the other end of that communication system you have employees who want to know if they’ve been doing their jobs right. Their desire-to-know is as strong as the founder’s, but for different reasons. He wants to measure their accomplishments to assure himself that his number one objective – to stay in business – is being achieved. The employees want the satisfaction of knowing they’re doing good work, or – in lots of cases – whether or not they’re going to stay employed.

“Workers earn raises for achieving subordinate goals, you see – and assurance that he or she is doing a good job is the employee’s security blanket, so a good dual measurement system is as vital to morale as it is to staying in business. Everybody in the organization wants to – needs to – know how things are going.”

“My poppa used to say he hated rainy weather, Andy” Mary said with a smile, “because he knew all his hourly help were going to try hit him up for a raise – not necessarily because they had to have the money, but more as a sign they weren’t going to be laid off.”

Malcolm nodded and continued. “And if times get tough and you want to ask the employees to re-double their efforts, they’ll give their all if you’ve been honest with them – but they’ll jump ship and desert you if you frighten them. If you surprise them with bad news, the implication is that you didn’t think they were members of the team in the first place. And in these days, when a learning curve is often worth even more to the employer than it is to the employee, that’s a very serious consideration. That may sound like a contradiction in values, but it isn’t.

“The effect in the Civil Service would be a little different of course. They may not be fired, but morale can go down to zero – and hopelessness is not a productivity booster.

“So while we coach the top executives on using pure IPS, we really only try to help the OpSys people with problem-solving techniques. And there are two reasons for that. First, obviously, is that the OpSys troops are trying to solve problems in areas in which they are

presumed to already have expertise – so all we do is try to get them to set the objectives that apply to their level so they won't waste time on inappropriate problems. Second, the types of knowledge they might need for problem solving tend to be highly specialized – probably stuff they could research or brainstorm for themselves rather than look to our generalists to provide. In fact, they can usually find solutions to their problems if they can just learn to talk to each other more often – providing the system allows and encourages that sort of communication.

“A communal bulletin board for sharing tips among the district managers will provide just about as much help as an agency format in most companies – for a minimal cost. The CEO and board of directors are supposed to be offering advice and counsel to the executive group – but that's often as much confrontational as contributive.”

A slight smile crossed his face and he glanced at Talia as he continued. “A company CEO should get her counseling from her top executives or from her board of directors – or buy it from consultants like us on an occasional basis – but they often resist asking for advice because they think it's a sign of weakness. We treat those top level problems separately – and concentrate on the need to communicate initiative objectives to the OpSys people plus communicate the performance results of measurements of OpSys efforts toward achieving those top level goals.”

Malcolm stopped and glanced at the three women, then said “But we've sneaked up on a couple of governments in our time with that approach, haven't we?”

The four of them smiled at each other, then Mary looked at Bellander and said “And he's talking about countries, not companies, kiddo”, with a laugh.

Malcolm grinned broadly and continued. “But that doesn't imply a country has to have either a focused or a diffused power structure in order to operate at peak efficiency. It does mean however, that in a democracy the voters have special TE requirements. In fact, Andy, that's part of the problem IID on our present governmental system.

“A corporation and a dictatorship have a lot of parallels – in both cases the top people have the power to make initiative decisions which affect the organization's future. The major difference is the corporation has to obey laws and a dictator makes his own laws. Plus a corporation has to answer to the stockholders while a dictator has immunity to negative discipline.

“We do show a company CEO how groupware can be used by his top officers in true IPS planning mode – just as we use here – but because of their schedules most of them prefer to just use the IPS format on what we call a manual basis. And of course the CEO's executive group usually tends to resist allowing their peers to get in on their decision making because there's a risk some of them might be better informed and might be able to prove they were more competent at making decisions. You know – the old ego problem. Chang calls that bad joss, and Frank calls it bad PDX – but whatever you call it, that sort

of resistance isn't really completely avoidable in a focused-power system and you do have to work around it.

"Further, Andy – most corporations are too secretive to even give their employees enough hard data to allow them to really make a contribution via a groupware system. It's a funny thing – time after time we find that a company's purchasing department is telling outside suppliers confidential information about the company's plans that the executives won't even share with their own employees – let alone with our high priced consultants. The purchasing department has to share that kind of stuff with suppliers in order for the suppliers to be able to do what's expected of them of course.

"So often the only time a groupware system will work in a corporation is where the employees own the company – or where the top executives are extremely confident about their own abilities and have gotten highly educated employees so involved that morale is very high. And as you know from your experience in the military, high morale provides the best security for keeping a group's secrets.

"And if people think they can control the systems so as to make good things happen for their team, that sense of affiliation can raise morale sky high – and that's the sort of thing that can even get terrorists or corrupt officials back into the mainstream instead of trying to operate according to their own agendas. They may not be valuable contributors until their perspectives catch up with the others', but even such people can learn to be helpful.

"But as you know, the secrecy disease is rampant in every government. Everything is stamped secret, or top secret, or eyes-only, or need-to-know, or classified or restricted. Et cetera, et cetera, as Mary likes to say. And in reference to your original question, that's not necessarily a matter of negonition – it's just a damfool system run by insecure people. A little paranoia is a good thing – a lot of paranoia is a sign of a paralyzing weakness. In fact, if you release information your competitors wouldn't – you can get them to spend so much time figuring out why you did it that you cause them to paralyze themselves. But to return to your most recent question, no, we don't try to sell most of our clients on an agency system, because they can get the same results more easily.

"All we're saying is that the same PDX applies to individuals and to corporations and to countries. It's just basic applied psychology, Andy."

"Another thing to keep in mind when you're bringing the IPS system into a highly structured company, Andy" Talia said, "is that in a hierarchical system the employees are conditioned to not set goals. When I was out in the business world we'd have a discussion about something and set a tentative goal for getting it done and I'd say 'Let's go!' – and they'd say 'Wait! We have to clear that with the guys above us first'.

"I even remember one meeting where we had guys from two different departments and one of them said 'I'll clear it with my 11 and he can clear it with his 13, and he can get to

your 13, who can get back to your 11 – and we’ll be ready to go’. They were talking about levels of authority above them, believe it or not!

“You’re a pilot, so what an objective may mean to you is that you’ll buzz by some spot, check your schedule and keep going. It’s another thing altogether for an employee – or a group of employees – to say ‘We know how to increase widget production by 50,000 units in six months, and we’re going to do it!’. In the first place they probably haven’t been given the authority to make that decision, and in the second place there are too many other parts of the organization that would be affected for them to be allowed to set unilateral objectives like that. For example, is there enough warehouse space to store that extra inventory, or does sales think they can sell all those extra units, or is the comptroller willing to convert that amount of cash into inventory right now, et cetera?

“Leadership and OpSys just don’t share the same dynamic considerations – which is why so many good employee suggestions go to waste – and why the top level people might never learn it was even possible to increase widget production by 50,000 units.”

“But you keep telling me that the only difference between the IPS and Op system planning sequences is whether you consider objectives first or problems first” he responded. “Aren’t they interchangeable otherwise?”

“I’m sorry if I haven’t made that clear” Talia replied. “That’s essentially right, though. Here’s the OpSys sequence.” She called the chart to the screen.

OpSys Planning Sequence

- | | |
|-------------------|---|
| 1. Perspective | (learning, experience, connections) |
| 2. Purpose | (why, value statement, mission) |
| 3. Problem | (cause vs. symptoms; isolate, identify, define) |
| 4. Objective[s] | (aiming/measurement point[s]) |
| 5. Strategy | (what, general solution, requirements) |
| 6. Tactics | (how, specific solution, action plan) |
| 7. Evaluation | (6 must serve 3 & 4) |
| 8. Implementation | (when, applied learning curve) |
| 9. Maintenance | (whoever owns 5 owns 9) |

“I’m sorry if I haven’t shown it to you before” she said. “I guess I assumed you didn’t need to see it because you’d been all through this in the Air Force – and I took for granted it would be second nature to you.”

Bellander studied the chart a moment, then said “It looks almost as I had it pictured, except it says that whoever’s responsible for the strategy is also responsible for the maintenance, while IPS says whoever sets the objectives is responsible for the maintenance. Are there any other hidden differences?”

“Yes” Talia said, “but they’re minor. The essential difference is that IPS is proactive while OpSys is mostly reactive. Most OpSys people will tell that they’re being proactive almost 100% of the time – and by their definition they are – but by our definition they’re reacting according to what they’ve been told to do. In other words, they’re not really plowing new ground even when they’re doing something that seems new to them. A new perspective to them is often actually just the SOO or the problem IID from the IPS sequence.

“But we don’t need to go into that now. I’m sure you can also see how it can conflict with IPS. For example, a group of employees trying to increase productivity might very well solve the problem that was holding them back – and if it was strictly within their field of operations that’d be OK. But then if they tried to set a new production goal and put their solution into action without clearing their plan or consulting anybody, they might very well foul up the higher level plans of the guys with leadership responsibility.

“And trying to take decisions up that cascade of objectives chart without authority can attract ND because you are, essentially, trying to mix apples with oranges in the IPS thought bins above you. Reactors can’t tell proactors what to do.

“And taxpayers and terrorists both want to be able to tell the proactors – or the surrogate proactors – what to do.”

Malcolm started to speak but Bellander waved him off and said “OK. Authority can be delegated, but power must be earned – or bought – and power must be exercised and protected or you lose it. Which is to say that if an Op system doesn’t allow delegation of authority very deep into the ranks, that system is going to require both the executives who choose the objectives and the managers who devise the strategies to invest a lot of time in supervision – as your founder syndrome story shows.

“And I take it you’re warning me that the bureaucracies – and maybe even the cabinet officers they answer to – don’t set leadership objectives because they’re OpSys people. And if the legislative people who do set the objectives don’t have the-means-and-the-method for measuring objective performance attainment, the admin system will only be concerned with solving tactical problems. Forever. And the things they choose to measure may not be what the leaders need to have measured. Those are givens because of the differences between the leadership system and the administrative system, right?”

His audience nodded in unison.

“And lack of measurement is as big a factor in the morale and productivity of the bureaucracies as it is in the frustration of the taxpayers.” His audience nodded again.

“And don’t all those descriptive statements bring us back to what I was trying to ask about corruption – no safety net? Is IPS like a self-cleaning oven for cleaning out corruption? Can you clean up politics the same way you clean up a corporation? And how far can you carry your comparisons between a corporation and a dictatorship?”

“Yes – and sort of – and sort of – and you can carry the comparison quite a long way, Andy” Malcolm replied, “especially when you’re talking about psychodynamics. You start by tracing the authority patterns to find out who has the authority to be proactive and who doesn’t. And where you find corruption you usually find that the people with the authority to be proactive have not been setting objectives or measuring performance – which has left the bureaucrats with the opportunity to set their own objectives on a laissez faire basis. When IPS is missing – ITND is present. Corruption results from a lack of leadership – but, as we keep saying, the lack of leadership is most often due to the system, not due to the lack of capability of the officials.

“Once the leader or leaders have initiated an activity incorrectly, or failed to initiate a correct activity, and the followers have acted accordingly, all parties have to support each other and try to help each other steer around the rocks in the river because they’re all in the same boat. But that’s not to say that any of them prefer things to be that way.

“Leadership starts at the top, which is where you need to install an easier-to-use system – and one that’s based on IPS. And that’ll improve the contributions of the OpSys people.”

He stopped a moment then said “Actually, the corrupt members of a bureaucracy aren’t in that same boat I just mentioned. They’re usually in a position to blackmail corrupt or stupid leaders – so they enjoy a special sort of ITND.

“And, I hasten to add – the military is also a bureaucracy, so they’re not immune to being immune, and they have to work especially hard to fight off corruption in peacetime. That’s how dictators end up owning generals, and vice versa. When everybody begins to agree that the ends justify the means, dictators and generals jump into bed together – and they all start operating according to OpSys objectives instead of initiative objectives. Such situations obviously need leadership or leadership counseling.

“IPS doesn’t guarantee that the lower echelon people, in either a company or a country, will get to suggest top level strategies and tactics in a political environment, Andy – but over time it can at least help avoid wasteful spending and, by extension, minimize corruption. And you must start somewhere. But it is also possible, through the use of the counselor agency concept, to include the wisdom of the lower echelon people too.”

“One guy I worked for” Talia said, “kept saying ‘I’m all for delegation of authority – down to me’. He thought he was so cute!”

Malcolm smiled and continued. “IPS demands measurement and inspection. It demands them. But if people see they can spend wastefully or apportion resources unfairly and be immune to discipline in doing it, then taking a piece of the action for themselves – or using tax money to buy boondoggles – is just the next logical step. It’s like Nik’s adage on the police – if a cop knows a judge is taking payoffs, he decides he might as well do the same thing. You’ve got to plug the holes at the top of the dam first.

“But once you introduce rationality into the system and enlarge the perspectives of the lower echelon workers – their bosses’ negative opportunities begin to diminish. Workers begin to make their own measurements – by intuition, if nothing else. Facts begin to leak out and immunity to ND begins to disappear. And once the opportunities to line their pockets lessen, corrupt leaders begin to look for their handouts in the form of power – and the chances are very good that’ll eventually get them replaced by incrementally more honest people – replacements who in turn will slowly begin to root out additional unethical and illegal practices in the ranks below them.

“Now it may take two or three election cycles, or even a couple of generations, for whistle blowers to come back into favor in that environment, but it at least opens the door for them – and they’re the quiet patriots Talia was talking about awhile back. Our way isn’t the fastest way, but it does minimize bloodshed – and it’ll last much longer once it’s institutionalized.

“Now among our clients, Andy, CEOs begin to get a clearer picture of which executives are blowing smoke and which ones are willing to say it like it is and operate from there. That change in environment is pure gold to a CEO.

“And in your case, your CA system plus the installation of the IPS format will be pure gold to everybody. And in that light you could say a counselor agency serves the same guidance purpose that political parties pretend to serve – except that the CA is politically neutral and its perspective is several magnitudes broader.

“Plus the fact that your system will help the voters evaluate the government’s Op system decisions and achievements the same way a corporate accounting system helps CEOs evaluate operating efficiency. Plus the other fact that your system automatically overlays IPS over the OpSys format, so even the problem solving efforts in the bureaucracies will begin to bear better fruit. People simply do better work when they have clear directives – and know their efforts are being evaluated.”

“Can you give me some examples of countries you’ve changed?” Bellander asked, “or are you asking me to accept all this on faith?”

Mary, Malcolm, Delia and Talia exchanged glances and Malcolm started to speak, but Mary cut him off. “Are you asking us what experience we’ve had in running the world?” she demanded. “Or are you just asking if we’ve done stuff like this before?”

Bellander grinned a little sheepishly and said “I guess it was the first question, wasn’t it?”

“Lordy, girl, what have you been telling this guy?” Mary asked Talia with a huge grin. “Is he totally whacked out – or have we got him word-dizzy with all this baloney we’ve been feeding him?”

Malcolm smiled at Bellander and said “I’m afraid you’ll have to take us on faith, Andy, because we’ve never actually run the world – in spite of whatever exciting stories your teacher may have told you. We have had considerable experience in getting the political winds to change – at least a little – in a lot of smaller countries. And we’ve had a lot of success in helping improve operations in a lot of corporations – some of which were bigger, dollar-wise, than the smaller countries I just mentioned.

“But all we can do is extrapolate from our real experiences and predict what we’d expect to happen in what seem to be analogous situations. There are obviously clear parallels between corporations and dictatorships, because the power and operating structures are similar. But there are also clear parallels between LVU’s system and a governmental system. However, there are no clear parallels between the power structures of a company and a democracy. And no democracy has ever been run the way we think it should be.

“What they all have in common, however, is they are run by people, not machines – and our expertise lies in our knowledge of people. And decision-making systems.

“As to the counselor agency concept and its impact on a democracy, we can only observe what our own system does for us – and extend that to estimate what its value would be at the governmental level. I can’t show you where we’ve sold it to a corporation, because the only other place where operating needs are similar to what we have in our own organization – is in our own government, at the highest levels.

“I admit there may seem to be a discrepancy between our emphasis on IPS at the leadership level and our emphasis on the agency concept, because what you see here appears to be our agency operating solely at the OpSys level – but that may be because we haven’t explained that we use BICO for making OpSys decisions as well as for initiative decisions in our operations. Have you examined that?”

“I was aware of it” Bellander replied, “but I hadn’t thought about it. But the reason is obvious – your top officers have so much self confidence that they’re willing to let others in on making the initiative decisions. But LVU isn’t a normal situation, Malcolm.”

Malcolm smiled and said “No, I guess it isn’t, is it? But neither is the U.S. government.

“What is happening, Andy, is that the world has suddenly gone high tech and opened up all sorts of opportunities for new applications and new types of power structures – and we’re trying to apply that potential to the meat and potatoes business of making governmental decisions. And those decisions, whether they be future-affecting initiatives or tactical operating plans, are made by humans.

“Now there are two major factors which influence the quality of human planning – one is the perspective the planners have as they begin, and two is whether or not they follow a logical sequence such as IPS as they develop their plan. But IPS only happens to be the

most logical. OpSys and Commcon are logical too, and they usually tend to produce results which are superior to what you'd get if you just relied on intuitive reactions alone.

“So yes, we are asking you to take us on faith – but we didn't just offer you a high salary to buy you off so we could ask you to go parrot what we have told you we believe. We want you to examine what we're saying and make up your own mind, and you can walk away from our hopes and expectations about you – if you wish. But if you do, you're going to be leaving our governmental system in the same state it's in today – and that's a system that leaves a lot to be desired.

“And let me give you a caveat. This lady” he said with a gesture toward Mary, “could fill a football stadium with high priced executives who have listened to her promises about what her programs were going to do and who have replied ‘That can't be done’ – and she has left them with egg on their faces. All it takes is for a CEO to say ‘Can you guys do what she's saying she can do?’, and when they say ‘No’ – she goes ahead and does it.

“So the caveat is this, Andy – whenever you get the feeling that something we're saying can't be done, I want you stop and say to yourself ‘What I'm actually saying is just that I, personally, don't know how to do it’.

“Now the world is full of theorists and promoters and software developers promising vaporware that never actually gets to the market. Those are the kinds of WOWs whose promises it's wise to have doubts about. Their ideas may work – and they may not. They're selling hoped-for benefits and, while they may believe what they're saying – they're often just living in a world of needs, wants and desires.

“But when you're talking to people who have actual implementive experience in the fields they're discussing – what you should learn to say is ‘That sounds promising but I, personally, don't know how to do it’ – and then if you doubt them you should go find some more people with actual experience and check out that idea with them.

“You may have to end up taking their statements on faith, but the alternative is a seat in that stadium full of high priced experts with egg on their faces. It's the quiet people, Andy, the WODs who have a record of figuring things out and staying focused on getting things done – without worrying too much about who gets the credit – it's the quiet people you want to listen to carefully.

“You may doubt my wisdom for saying this, but I believe IPS can definitely lead to two results about which you're concerned. First, it can activate a democracy – put power in the hands of the people. Second, it can lead to the stamping out of corruption. And we say you don't need bloodshed and revolutions to accomplish either of those things.

“Now there have obviously been countless revolutions where one type of power has supplanted another type and produced only marginally better results as far as the people were concerned. Why? Because one responsional system was replaced by another

responsional system. Responsion is the true long term enemy. Its effect is impatience, and the effect of impatience is fool/factor. And the effect of that is bad TE.

“But let’s forget the problems of the rest of the world for the moment. Let’s assume that you are successful in getting the Congress – and the people – to adopt and implement your counselor agency idea. What direct impact do you think that will have on the public?”

“Well, I assume the Status Reports may arouse some anger at first” Bellander replied. “For a couple of decades at least, until they get used to the idea and get used to trusting their officials to actually take action to correct the problems that are bound to come to the surface. So I’d guess there’d be some political upheaval, and the courts might get some new business. Beyond that I don’t see much direct impact – but I’d hope that after a couple of decades the public would take a more direct interest in the Objectives Report.

“Showing anger is such a popular way to try to show your self-importance that it’ll take at least two decades before the public learns to have mature reactions to bad news.”

“So – if you think it’ll take a couple decades before the public learns that they don’t need to whip the people who are trying to do things right, but who are tripping up here and there” Malcolm continued, “what time frame do you think they’ll allow the OpSys people for actually making corrections to problems the CA discovers?”

“Time frames for corrections?” Bellander asked. “I think one year is all they’ll allow before they’ll begin to show their annoyance – but perhaps fifty years before they finally realize that they may be indirectly to blame themselves in causing those foul ups.

“Frank says you can’t motivate somebody because they can only motivate themselves – plus I’ve been told about 70% are not used to setting objectives like leaders have to do – so I really don’t think the public will really feel much involvement for quite awhile. Do you agree?” Bellander asked.

“Yes, and no” Malcolm answered. After a long pause he continued. “There’s something else I want to add to that, Andy – something from my world that’s probably outside your realm of experience. It has to do with the flattening of pyramidal management structures in the business world – and the setting and measuring of top level objectives.

“The people you’ve been thinking of as being terrorists probably have the same impindor Quests as tens of millions of people who are not terrorists. It isn’t beliefs that cause terrorist conduct so much as it is build-ups of Quest frustration. Any belief can activate fanatic conduct once people become frustrated – and the reasons people give for such conduct are just rationalizations, strung together by what Frank tries to call frogic. And, while it may seem a stretch of the imagination to say this, we think that choosing a sequence of logical objectives is the best way to defuse and diffuse such emotions.

“I realize that a Quest driven rationalization does exactly the same thing – in the person’s imagination, at least – but a sequence can at least help control an emotional outburst.”

Malcolm stopped and smiled. “By the way, I say frogic means frog logic and Frank says it means the logic of frustration. You can take your choice.

“In any event, Frank and I have become concerned over a new paradigm – caused by the fact that electronics in business has flattened the hierarchies of discretionary decision making – and we feel that could eventually lead to more and more random acts of terror due to frogic. There have been a lot of instances of outbursts by disgruntled workers in the business environment – and this is a cousin to that.

“It used to be that all businesses were hierarchical – the sort of management structure you have been accustomed to in the Air Force and the State Department. Theoretically, that structure allows workers to rise to approximately their level of greatest competency – or, as sometimes happens, to be promoted above their level of competency. It allows promotion for any number of reasons, however, not just decision-making skills alone.

“Now, to us each level of management in a business or military hierarchy essentially represents a slightly broader level of measurement. Although we usually associate such tiers with expanded levels of authority in decision-making, that authority actually expands or contracts in accordance with the degree of measurement each level is responsible for. In the high tech world, however, there’s far less need for all those tiers of discretionary decision making – the realm of what is generally called middle management – because the data are being accumulated automatically and are being evaluated as to how well they serve both the leadership objectives and the OpSys objectives.

“And various levels of middle management have already disappeared in many companies as electronics has simplified the collection of data and the conversion of data into useable information. To us that’s really just a reflection of the fact measurement abilities have kept improving and there is no longer a need for step-by-step decision-making authority.

“You can visualize that by imagining the third or fourth tier people working directly on the initiative objectives set by the organization’s leaders as well as on the OpSys operational objectives. The new cascade chart no longer has as many abrupt stair steps in many cases.

“That also produces a sort of a survival-of-the-luckiest competition in hierarchical situations, Andy, because it leaves less room for gradation of skill and competency levels – and therefore less room for gradation of pay scales based on contribution. That flattening of the management structure may also mean that the people who previously had the competency to reach middle management positions or above will be doing what had once been called worker tasks as well as handling discretionary decision-making jobs once reserved for middle management, and not only will they feel overworked – they will be preventing less entrenched competent people from getting anything but entry level jobs.

“In other words, we think it’s possible that electronic progress could lead to an even greater Pareto-type discrepancy in worker incomes – and greater accumulations of frustration at lower levels in a hierarchy. Those with jobs may suffer burnout more quickly because they are, in effect, now serving two masters – while those who are frozen out of the higher paying jobs may suffer higher and higher economic frustration, with a higher and higher susceptibility to reacting violently. Especially during periods of economic downturn – which are bound to occur. We can’t really make a prediction yet, but we do feel the thing Delia has been talking about – broadened basic education – may be the only solution to preventing or at least minimizing that type of frog violence.”

“That ties in with the discussion of equality they should have already had with you, Andy” Mary said. “I’m going to get into that as soon as he finishes what’s on his mind.”

Malcolm nodded and said “Yes”, then returned to his subject. “Keep in mind that it was an economic depression which helped Hitler come to power – a time when it took a wheelbarrow full of paper money to buy one loaf of bread in the Weimar Republic. But there are a lot of places in the world right now where you can find people with PhDs driving cabs or making sandwiches. Advanced education – at least advanced education which consists of memorizing what other people have thought – no longer holds the promise of a panacea for creating wealth or security.

“People are getting into trouble with the law all over America today – and the BB cause is usually tied to economic reasons which are causing so much frustration they result in Quest flare-ups.

“But we aren’t recommending that all those people be judged incorrigible or that we make no effort to help them. Negative discipline isn’t the answer. You can’t condemn them to keep living in a world which tries to teach by inflicting ND, and you can’t condemn them for having dreams. We must keep trying to help them, and we must plan to help them – but we need the publicity surrounding your example so we can get their attention.

“My point is that people don’t have to have a PhD in order to benefit from IPS, Andy. All they have to do is develop their decision-making skills – and we think that discretionary decision-making abilities are what will add the most value to the contributions of workers in the future – whether they be employees or entrepreneurs. We think that whole panoplies of new ways to earn income are just over the horizon – jobs where common sense decision-making, not extent of education, will be the criterion for success.”

“What he’s saying, Andy” Mary added, “keeps revolving around time economics. ND works in short time frames. It flares up into fights and efforts to control each other. PD, which usually isn’t so dramatic, works in long time frames. Phase Two will have to work hard to find ways to get people to stick together and strive toward common goals together – activities where common sense shines. But people get impatient. Impatient.

“We call our goal the immunization builder – the counter-disease to responcion. But then we’ll have to wait three or four generations for our so-called counter-disease to immunize the public against all those built-in knee-jerk tendencies. At least two or three generations.

“God, listen to me!” she blurted. “I’m beginning to sound more like Frank than Frank does himself!” She shook her head in mock exasperation and continued.

“Anyway, we’re not saying that either your agency idea or the IPS format can put a chicken in every pot or money in every bank account. We’re talking about things like personal satisfaction, not just about money. Quality of life, not quantity of material goods. Plus good government of course. We want your project to start out as a teaching example and then produce good government as sort of a fortunate byproduct as it actually improves the general welfare. Or vice versa. We really don’t care which comes first.

“Then after that it may take five hundred more years before the implied warranty concept has put an end to demagoguery. But there’s dynamite in your project, Andy, because once people begin to think logically it’s just a small step to start challenging the meaning of everything they see or hear. The implied warranty will really begin to make its effects felt as soon as the IPS begins to come into use.

“And then all the TV preachers and advertising wonks and political speech writers and leadership obfuscators and terrorist instigators and audience-bating gurus will find they all have fewer followers. But it’ll take a long time for the general population to get to that point. Which means Malcolm asked you a sort of trick question when he started all this.

“The fact is that truth begets logic – but logic can’t claim it begets truth. Hi-frax logic often doesn’t get the job done. It’s that simple. But all the problems you’re talking about will tend to go away if you can find a way to get the plain unvarnished truth out of hiding and get people to accept it. You’ll be making people wealthy with a type of wealth they can only dream about today. Only dream about today. They’ll only have to earn a living by working in hierarchies if they elect to – because some day many of them will be able to contract to charge for their decision-making ability the way other professionals do today.”

“A few centuries from now, Andy” Talia said, “we think many businesses will be staffed with what we call temps today – because most of the repetitive-type processes will be pretty much automated and specialized discretionary decision making expertise will be purchased as needed, or kept on retainers. Out-source On-staff we call it. OSOS.

“Now that won’t eliminate the need for general decisions and expertise, but keeping high salaried people on staff all year long just to make occasional mission-critical decisions is a luxury you can’t justify by having them fill in their down time doing repetitive cog-in-the-wheel type work. Once leadership objectives have been made clear to the entire hierarchy, OpSys people will begin to make what we call executive decisions today. By analogy, keeping many of today’s executives on staff is like hiring a personal physician to live at

your house full time for \$250,000-\$500,000 a year and trying to get your money's worth by having him do housework – or go to meetings – to fill in his spare time.

“And, I might add, our people keep finding that if you keep a high priced executive on staff and don't give him enough objectives to try to achieve – he's apt to start setting his own objectives – he'll try to leap on his horse and ride off in all directions. That's what makes lawyers and labor leaders and peacetime generals so dangerous, you know, because if they don't have problems to solve or objectives to achieve – they'll create their own.

“As a matter of fact, the owners of companies may hire firms which specialize in just management to do that work for them – so the days of large numbers of extremely high priced executives may be numbered.

“And furthermore, that all means it might be much more difficult for future management to generate what we call employee loyalty today. The way they'll have to do it is to share objectives with those contract workers and then acknowledge the workers' contributions. Such records will advertise the contract workers' competency and contribution – which will be their tickets to new contracts and continued earning power. People will sell themselves – promote their personal brand names in order to market themselves.

“It'll be tough trying to acknowledge those sorts of contributions – but failure to do it will mean that you'll start having trouble getting access to the top gunslingers, and that sort of thing'll eventually turn into a major problem for a lot of top executives with big egos.

“Management and professional counselors don't need to be in conflict. As we say, it's pretty hard to try to hit a guy in the face when you're fighting shoulder to shoulder with him – but getting people to stand shoulder to shoulder in the first place can be tough. The top executive job of the future will be to get coordinated groups of people to succeed together, not just get individuals to do things in isolated activities.

“We do evaluations here by having everybody vote on who should get promotions and raises, and how much – but we're getting so big these days that that system isn't working as well as it used to. Since nearly all our contributions are made via computer, Larrey is developing software that allows a project manager to assign a value between one and ten to each contribution made to a project, and then the software credits the machine the contribution came from. But I admit that will lack the human touch of immediate feedback, plus it'll be a very unwelcome addition to the PM's work load.”

Delia nodded and said “The leadership objectives an organization sets do have to avoid certain types of competition, Andy, for obvious reasons, but any other kind of competition with a second force, real or imaginary, can be a plus in terms of morale. Competition can become negative, of course, if it's an attempt to gain a limited resource or a limited number of prizes – such as General Motors' divisions competing amongst themselves for corporate financing – but competition can also strengthen peoples' will power, their reliance on their own skills and ingenuity, and their willingness to cooperate with each

other. The bedrock beneath all that is learning to take the initiative logically – and that’s something you usually learn in concert at first, then go on to use individually.

“Educators have proven that children learn better when they cooperate with each other and help each other – but the same is true of adults. Shared goals are a catalyst. They add discovered knowledge – and that same learning-by-discovery process can also be applied to societies or to nations.

“But what Malcolm was discussing is our vision of future business systems – while you’re focusing on governmental systems. Specifically democratic governmental systems. Most of those OpSys workers are still stuck in the types of repetitive processing jobs which are inherent to governmental operations. There’s a constant need for discretionary decision-making, but it’s seldom mission critical.

“Think of the people in column four of the cascade chart – people whose perspectives probably don’t even include the leaders’ objectives – people whose discretionary decision making is tied to operational objectives of which the leaders are barely aware. People whose loyalty is being inevitably directed toward their paychecks and their retirement packages – not toward achievements for their team or their country. Frankly, Andy, it’s a wonder our bureaucracies give us the loyalty they do – because in many countries such workers, under similar circumstances, decide corruption is a part of their jobs. And that’s poor management technique. Damned poor technique!”

She almost blushed as she realized she had cursed, then she continued.

“We must minimize the frustrations OpSys people face as the result of that confusion. And the solutions lie in the leaders’ decision-making and communication techniques. That could be partially handled by just having each department post a PERT chart on its electronic bulletin board, showing its prime purposes and then the objectives and strategies that keep sub-branching off from those as the task descriptions work their way down to the workers’ levels. Workers should be required to examine that progress chart – which is also a decision tree, at least once a quarter – at least as it applies to their activities. And they should see progress reported on a scorecard – perhaps just giving rankings from one to five on management’s perception of the department’s progress through the chart. That isn’t rocket science – and it’s subjective, I admit – but it’s common sense.

“Once you’ve made certain the OpSys people identify with the leaders’ prime objectives for their department, that perspective’ll really begin to make them appreciate the value of the ombudsman function you mentioned, Andy – because that’ll mean their suggestions and whistle blowing will tend to concentrate on high level problems and strategies as much as on low level problems and tactics. And their complaints and suggestions will focus much more on decisions and procedures than on personalities. It’s techniques like that which create improved productivity out of frustrated Quest drives – just an individualized version of an all-employee suggestion program, but one which is assured its voice will be heard and considered.”

“You have to embed PDX drives like that into the system, Andy” Mary added, “because you can’t count on the news media to root out the problems. They have no reason to get involved – although their reasons-for-being suggest that’s one of their basic functions.”

“Dad’s anger toward the media revolves around that” Talia said with a smile. “He says all the major media sell is crotch and kill rate – whatever turns the suckers on.”

“Talia!” Delia said. Then she glanced at Bellander with a faint smile and said “Does she prove my point about influential seniors infecting impressionable young minds?”

Talia grinned and went on. “They’re only interested in audience size and advertising money, not in improving the societies they claim to be serving. And furthermore, investigative reporting tends to focus on finding fault, not on making suggestions for improvements – because discussing needed improvements tends to involve the media themselves in politics – plus it may alienate some of their advertisers.”

Delia sighed and looked around the group. “On the other hand, these sessions are beginning to make me appreciate Nik’s tendency to use an Anglo-Saxon vocabulary, Andy. We’re so used to our jargon around here that we forget how vague it all is. At least she’s using understandable English.

“The rest of us are still speaking shorthand – the opposite of the way we say we’re supposed to communicate! I keep listening to the discussions and explanations we’re offering you and trying to re-word them to give you examples, but by the time I figure out how to re-phrase them the discussions have raced ten or twenty ideas further down the road. And we keep telling you that lo-frax is the only way to think logically! It’s amazing to me that you’re following any of what we’ve been trying to say.

“To go back to what Mary and Talia were saying, however, Phase Two can’t count on the news media to promote its messages either. Media executives say they have an obligation to simply report to the public – so they don’t accept responsibility when they cause suggestible minds to fail to distinguish between what’s important and what isn’t. Your project must provide a perspective for the media so they can offer governmental reporting in a more ethical context, Andy – and not just describe its performance in editorials.

“I strongly believe the idea of a counselor agency, and especially its two annual reports – will help the media provide more balanced reporting. But I am quite concerned about shielding the CA reports from political contamination, so it is an absolute necessity that the news media – not some governmental PR agency – be the ones who shape public opinion on governmental matters. With the news media you at least have a variety of POVs, and they’re constantly challenging each other’s validity.

“But your plan will not only have to worry about the validity of the agency’s reports – you’ll also have to make certain the people they’re reporting on have a way to plead their

cases if they disagree with the validity of those reports. You can't allow modern day versions of the Spanish Inquisition to occur – especially with the political overtones that surrounded that blotch on western history. Your agency's reports will have to be the ultimate examples of the implied warranty in action.”

“Which brings me to another question that's been bothering me” Bellander said. “Do you guys think that adopting the counselor agency idea will cause the political parties to give up their own philosophical think tanks? I doubt it, and...”

He was interrupted by Mary's uproarious laughter. “Good heavens, boy!” she said with a huge grin, “you know very well that they won't! That'd cut off most of their income and put thousands of political hacks out of work! How's a party going to get the big contributors to contribute if they all stand for the same thing? You can't get milk from the campaign cow unless you feed hay to the campaign cow – and they'll see real quick that the CA idea is trying to set fire to their pastures! To say nothing about the loss of fertilizer!”

Then she calmed down and said “If you're a liberal politician you're going to be convinced that the counsel is promoting conservative recommendations, Andy – and if you're a conservative politician you're going to be convinced that the counsel is promoting liberal recommendations – and both sides are going to want to keep their staff people and their think tank buddies in business. Those guys don't care about logic – they care about votes! It'll take at least a couple of decades before they realize they don't need political parties.

“But parties can't build an election machine without money. Their purpose is to get their front men elected, and then re-elected – not to come up with the ideas that are best for the country – so they'll have a vested financial interest in bad-mouthing every reason you give to support the need for a counselor agency. Don't you, for one minute, think they have the same purposes that you have. Oh, as individuals they may share your purposes, but as party members the politicians' reasons-why for considering your idea will be the opposite from why you're presenting it. Political parties want to dictate, not serve – and their members are trapped into that god-damned convoluted system that passes for political efficiency, Andy. They're trapped!

“The fact is – party stalwarts can't support you. That's why we've set up your speech so you can go over their heads and appeal directly to the voters. Only the voters can release the politicians from their bondage to their parties – and believe me, it takes a strong candidate to run for election without cash from his or her party bosses. Strong!”

Mary subsided momentarily and, with a nod, Delia continued her own discussion.

“Diplomacy – with its hi-frax logic – will continue to have its place too, of course, Andy. For example, if the U.S. hadn't made contact with China while Mao Tse Tung was still living and gotten him to say publicly that it was all right to talk to us, hundreds of millions of Chinese would still be calling us imperialistic running dogs, not worthy of honorable

contact. That's the kind of TE consideration I was suggesting. Their government may not like us today, but at least some of them will talk to us.

"Responsionally oriented people simply don't think for themselves about matters outside their own perspectives – they think what the influentials around them cause them to think, and then respond accordingly. Hitler's followers were a prime example of responsional conformity, where conformity provided greater impindor satisfaction than individualism could. People may have positive egonition patterns as individuals, but they can be quite willing to adopt negonition patterns in a group environment – especially if their security seems to depend on it.

"That's why Phase Two will be working to make the influentials more aware of the results their words and actions are causing – especially in times when frustration is high. That includes all the people who wield influence via the media – not just the politicians. Anybody who is – or wants to be – an influential. We'll need to try to help those minds mature first. Then, as the masses begin to think for themselves and be more critical of what they're seeing and hearing, a more moralistic culture will develop. That won't require ND because, as the psychologists say, the way to change a bad habit is simply to replace it with a new rewarding habit – and just let the old one atrophy.

"The young people will still find ways to show their independence by doing outrageous things and by adopting outrageous attitudes to try to shock their elders – but their innate logic will cause them to see the differences between positive impindors and negative impindors more clearly, and things will calm down as new generations take over. They'll always find ways to demonstrate their independence though."

Delia smiled at Talia. "Herself here was so independent she was a holy terror in her teens. Nik and I almost lost faith in the new system we were trying to create. We couldn't wait to ship her off to a high intensity school that could meet her challenges."

"Choosing that school was probably the smartest thing I've ever done" Talia said.

Mary and Delia exploded with laughter.

"You still haven't figured out that you daddy conned you into choosing that school?" Mary asked. "Really?"

Talia started to answer, then looked at them very carefully and said "He did?"

"Not only that" Malcolm interjected with a chuckle, "but we had the dean and two of your professors reporting directly to us. They didn't phone us for advice as often as you did, but the reason you came to trust our advice so much is that we were usually forewarned about what you might be calling about. The fact that you graduated in three years with top honors was due to your hard work – but you had more support than you realized."

“And was that also true when I went into the corporate world?” Talia asked suspiciously. “I never even imagined you were playing games like that. You’re all so damned devious!”

“Not at all, dear, not at all” Delia said. “We did have a contact or two, but your employers were happy to pay you. There was no need for us to pay them – although we’d have considered trading favors with them if we’d have thought it was necessary. In fact, the really nice thing about you getting those jobs was that we could stop making contributions to your school.”

They all smiled at the look on Talia’s face.

“Kids!” Mary said with a broad wink at Bellander. “She really tried our patience – and you may still be in for some of that if you get involved with her. But she’s mellowed.”

“Sounds to me like they should have shipped you off to a military academy somewhere” Bellander said with a grin. “That would have made you grow up in a hurry.” Talia punched him on the arm.

Then a thoughtful look came over his face and he said “Did I understand somebody to say you’ll try to turn the leaders of youth gangs into positive role models rather than try to stamp out the gangs? Will you be trying to explain IPS and OpSys to them?”

“Yes” Delia replied. “Actually, first we’ll try to help the leaders discover new sources of impindor satisfaction by suggesting more-rewarding goals. Then we’ll try to get them to share opinions in expressing their own Statements of Purpose, then get them to get their followers to help in setting objectives – and let them follow the OpSys sequence after that. Once you’ve established those guiding objectives, many of their activities can be tied to solving community problems. And there’s no evangelist like a reformed sinner, you know. But all that may happen very slowly, you understand.

“Once you establish groups’ commonalities, you need to help them validate it by building their pride together. Then you build on that. Once they see they’re all members of the same – but new – club, and that each original group is just a valuable faction within the larger club, they’re more willing to identify with and support each other. Shared activities can be as simple as getting them to march together in a parade on some holiday. Things like that reinforce affiliations – but you have to keep giving them reasons to intermingle and talk to each other and compare points of view. There’s really nothing at all new about what we’re proposing.

“We’ll have to get the leaders interested in achieving objectives together – but their goals could parallel those of a chamber of commerce. And why not? Then, after we get the leaders to expand their newly developed concepts of affiliation, we’ll have to get the followers to expand their POVs too. You can always assume that a hard core 10 to 30 percent will be gung ho – and that about the same number will resist change at all costs even when they see that the change might benefit them. Those factors are predictable.

“The naysayers will be so locked into the beliefs that satisfy their impindor drives that their minds are almost closed forever. And that group will include both influentials and followers. That’s where the fourth C may have to come in – if time isn’t available.”

“Andy” Mary said with great seriousness, “imagine having all the schoolyard basketball players in a city with a league of their own – but change their goal from just having their team winning the league championship to helping make their league be the best in the country at getting athletic scholarships or getting their players picked by the pros. Now you’ve got guys on one team pulling for the stars of other teams – and now the real rivalry is between New York and L.A., or between Chicago and Detroit. See how that’d work?”

Delia smiled at Bellander, then said “So we’ll also have to teach all of them the four Cs of ND as well as the three Cs of productivity – plus OpSys – as we do all that. You do understand how complex and time consuming all this would be?”

He grinned and replied “That part I understand.”

“Well” she continued, “you have to struggle to gain freedom – but competition and confrontation should not be confused.”

She grimaced and said “That’s far too abstract to be a useful example, isn’t it?”

Bellander smiled at her sympathetically.

“Competition can take on much more serious overtones than I just suggested” Delia said with a sigh, “as I’m sure you realize. That youth basketball league in a large city can easily take on person-versus-person connotation – but, as Mary said, if it was promoted as a vehicle to let the best athletes do their best showboating, and everybody was expected to applaud skill instead of just which teams came out the winners, such competitions would take on a whole new meaning. That provides affiliation with and allegiance to a larger cause. And all it takes is a little thought in advance. And the willingness to try.

“But it would be the same PDX for those youngsters as it would be for a nation, Andy.

“The world is already involved in economic warfare, on many fronts. But nations which are not experienced in capitalistic competition simply aren’t aware of what goes on every day in the world of business wars. That’s why the taxpayers tend to prefer privatization over nationalization – to escape that risk factor. And that’s why socialism won’t work.

“The politicians of totalitarian states need the same kind of training as those street gang kids. It’s just a matter of degree.

“So – the success of Phase Two will depend on a sequence of things. First, we need you to establish the IPS and counselor agency ideas all over the world, so we can talk about

the need for listening to others' opinions plus create an addiction to truth. And it is absolutely crucial that the world understand that employment of the fourth corollary be refereed and controlled by unbiased third parties – not by the combatants themselves.

“Then we need to have each area's influentials explain those ideas to the people. But they will have no power except being seen as pioneer teachers who should now be respected. And it's predictable that people will agree with the rationale but not change their beliefs at first. They'll continue to tend to go off half cocked, substituting action for planning and ending up disappointed and frustrated – and blaming other people, and hating other people.

“But if we can give people a frame of reference and help them gain a perspective which enables them to learn from their experiences – everybody can win. If we don't do that, all we'll have done will have been to create more frustration and divisiveness than we intended to overcome. And in that case the facilitators may have to teach several generations before the average citizens accept the new paradigm.

“The time economics, which is to say the value lines, of such situations will provide the tension that competition usually provides – but without the fear of failure that so often prevents insecure people from trying to achieve higher goals. We'll have to create expectations of the rewards that will result – the impindor rewards, not just the economic rewards. We need to make them dream of doing it, then show them how to do it at the least risk – but we won't need to rely only on competition to do that. The goal is to produce achievements, not just win battles.

“The TE of Phase Two is such that we will all be dead long before it begins to achieve its full effect, Andy. We can only start it by laying the groundwork – but the very first step in laying that groundwork is in your hands.”

“What I'm hearing you say” Bellander replied, “is that you've been successful in causing changes in companies and in local areas – and I'm very impressed by that. But, basically, what you want me to say to the nation, and the world, is just based on common sense – and you don't really have a master plan. Right?”

Delia laughed and said “We've never tried to present it to you any other way – all we've asked is for you to take the first step.” Then she glanced at Talia and said “Have we?”

Talia shook her head and started to reply, but the phone rang. She answered and said “Why of course, Stefen. Yes, now would be fine. We're close to finishing this meeting.” She turned to Bellander with a smile and said “I just agreed to a change of pace. I hope you don't mind. Stefen asked if he could provide some input to our planning meeting – which is what he apparently thinks we've been doing. He's on his way. And did you get the message that Chang wants to talk to you this afternoon or tomorrow morning? He's swamped right now. They all think we're finishing the roof of your house instead of still putting up the walls.”

“I heard” Bellander replied with a sigh of resignation. “Let’s try to get to him tomorrow. And it sounds like Stefen is no better at reading his E-mail than I am. Right?”

He glanced at the others and said “I think this change of pace was a good idea. It has been extremely interesting, and I appreciate your patience. I’m still not sure I’m going anywhere in particular with my efforts to figure out all this PDX stuff – but I’m trying.

“And Mary – I do want to hear your opinions on equality. We’ll get around to it, even if we have to schedule a private session to do it.”

Talia nodded and gave him a kiss on the cheek and a big grin, and he could see the others begin to relax as they realized their contributions had been appreciated. He was surprised he hadn’t noticed the tension they’d been feeling, and suddenly realized that might have been the cause of their discussions seeming a little disjointed.

He’d been enjoying the conversations he’d been having with the various Blues ever since he’d arrived, but he’d been thinking of all of them as simply high powered representatives of their institution. Now it finally hit him – this was not some governmental entity which was assured of going on forever, regardless of whether or not the project being considered was a success or a failure. In spite of the size of the LVU organization itself, they were a relatively small group of people who had bet their entire future on what they were trying to explain to him – and on what they hoped he was going to accomplish.

This was personal to each of them. This was their Quest.

The Senator

Stefen entered the lyceum almost shyly. The fun loving side of him came out on the golf course occasionally, but he often seemed lost in thought while he was in the work environment. Bellander enjoyed his quiet personality and valued his judgment highly.

Stefen said good morning to everyone, then turned to Bellander and said, in his diffident way “Andy, I don’t know just what you’ll be including in your presentation, but there are some things I’d especially like to have you think about. The BB is the world’s population explosion. I know you’re aware of the problem, and that the problem has been increasing geometrically, not arithmetically. We’re already at the stage where we’re adding another billion people every ten to fifteen years, so it’s getting worse, not better. We absolutely must make all mankind begin thinking about the implications or we’ll be reduced to killing each other just to try to survive.

“And we must think of the need for fresh water. We can exist on reduced diets, but those huge populations can’t exist without potable water and 1.2 billion people – approximately 20% of the world’s population – have little or no access to it already. There are already consortiums of inland states here in the U.S. trying to justify their right to tap into the Great Lakes, even though they’re hundreds of miles away from them. And the Colorado River is just a trickle of brine by the time it gets to the Sea of Cortez because of diversions for business, entertainment, residential and agricultural uses. Perhaps – if you’re going to mention some objectives during your speech – that would make a good example.

“Governments are condoning too much use of aquifer water for irrigation. Everywhere. Aquifers take a long time to replenish but a short time to contaminate, Andy, and we may soon need that water for drinking because of the thoughtless ways we’re contaminating our surface water – and all that surface contamination will eventually find its way into the aquifers. And in addition to that, many areas in the world’s oceans are already hypoxic or anoxic. Most marine animals must have oxygen too, you know. Speaking evolutionarily, a successful population of any kind of animal is one that multiplies, and an unsuccessful one does not – and there are not always geological or archeological clues telling us why the losers failed. Overpopulation is always a threat, but there can be many causes, and overuse of any strength eventually becomes a weakness.”

He shook his head and said “And I’m not just talking about the catastrophic changes caused by asteroid hits or huge volcanic eruptions. Those things do happen of course, but – you know the natural laws of negative discipline, don’t you?”

Bellander nodded as he said “I have a pretty good idea, Stefen”.

Stefen's face became even more somber as he said "We cannot abuse nature. From a scientist's point of view, the primary goal of life is to reproduce. There is no natural law that says we must reproduce beyond our ability to survive – but there is a natural ND which affects over-production. Over-grazing can lead to extinction for example – and the suicidal conduct of lemmings comes to mind.

"But in many of the older cultures having many sons is the only way to assure old age security. Think of the implications. The demands for food and water keep increasing, and the rate of increase is accelerating – because the goal of serving the living is being met by depriving both the living and those they reproduce – and the living are living longer. I know you diplomats hold meetings and talk about it – but nothing much happens! That's not what the gift of intelligence is all about, Andy. We must learn to think! And plan! And act!

"And, as I said, on the other end of that continuum science is continuing to make progress in prolonging life far beyond the earlier natural ages, so the demands for food and water keep increasing even more. We believe that, with proper nutrition and hygiene, life expectancy could be up around 120 to 140 years only a century from now. And a century ago the average life expectancy was only 45 to 50. The implications are enormous – and the natural negative discipline is simply inescapable.

"But we, the animal with the highest intelligence, are watching tens of millions of people die each year from dehydration and starvation. And it could become many hundreds of millions! Negative discipline is not negotiable, and we are ignoring it by challenging nature. And we, not God, are the cause of these problems! By comparison, Andy, the most devastating earthquake in the 20th century, the one in China in the seventies, only killed somewhere between 400,000 and 800,000 people when their mud-wall buildings collapsed at night. The official figures were 250,000 killed and 800,000 injured, but it was undoubtedly higher than 250,000 if they could have found all the bodies. And the great typhoon in Bangladesh probably only caused a million deaths. We can't make elective decisions to avoid natural catastrophes, but we can make elective decisions concerning our reproduction numbers and the sustenance we provide for ourselves.

"When people band together to form a government, that government's first obligation to its citizens must be to maximize life satisfaction, and to educate each new generation to be able to understand the requirements that go with that. Only when its citizens abuse the power to think logically is the government obligated to use negative discipline to control those who are thinking and acting badly – at least to the extent their actions affect the equity of the conformists. We must address these things – and we cannot count on dictatorships or other traditional political organizations to do it for us!"

Delia smiled. "Conformity is a loaded word, Andy. To the public it means doing what you're told to do, according to somebody else's rules – and that's not our goal. But Stefen's statement was accurate nevertheless."

Stefen said “You’re familiar with our reason for having all the fountains around our golf courses?”

Bellander smiled and nodded, but Stefen continued.

“They’re basically just free form cooling towers, Andy, just cooling towers for the generating station over on the main river. The plant adds heat to the river water as it makes electricity, but they impound it instead of dumping it back into the river and upsetting the ecological balance. At night they use their excess generating capacity to pump their impoundment water into a hilltop lake, and we help cool that second impoundment by letting it flow through our systems of fountains. It raises the heat factor on the golf courses a tiny bit, and it makes our golfers a tiny bit more uncomfortable on the hotter days, but it helps a lot in the overall picture. We are extremely careful about controlling the fertilizer and chemical treatments for the courses, so the runoffs from our properties actually return the water to the river with a higher level of purity than it had before it got to the generating station. It isn’t much, but it helps.” He fell silent.

“Thank you, Stefen” Bellander replied. “I have to admit that I had been thinking just in terms of using examples of political problems in the speech. It’s pretty hard to find more basic reasons than air, water and food for problem examples, isn’t it? You’ve helped keep me from committing that oversight. I appreciate it, and I’ll rethink my speech a little.”

Stefen smiled his shy smile, bid his goodbyes and left. Larrey Stratford entered as he was leaving, and the two exchanged knowing glances. “Andy, my friend!” Larrey said as he approached, “Steve told me he wanted to come see you and plant a few thoughts, so I thought I might do the same thing. Is this a good time?”

“Your timing is perfect, Larrey” Bellander replied. “We broke away from the published schedule, and we’ve been discussing all sorts of things – but we’ve just about satisfied my appetites on that so we’re beginning to think about lunch. What’s on your mind?” He admired Larrey’s air of competence and confidence, especially since the confidence never seemed arrogant or intrusive. He always gave the impression that he was going to listen carefully and courteously even if his facial expression seemed distant – but you also knew he was going to draw his own conclusions. He had a much more balanced personality than Bellander had guessed at first.

“I’ve been reading the dailies” Larrey replied, “and I think everything is on track from my point of view, Andy. You’ve been making very good progress toward the generic concept. I just wanted to make certain you didn’t over-promise on this database thing when you describe what it’s going to do. Oh, the systems are available to do everything you’ve probably discussed, and more. But I don’t want you to make the mistake we see so often in the business world.

“Taken as a whole, your audience won’t really have much perspective on technology or information systems or the Internet or that sort of thing, and you want to be careful not to

let them imagine the wrong thing. The business world is full of relatively sophisticated people who have listened to a pitch on information management or enterprise coordination and imagined what a system was going to do, then been shocked to find those weren't the results their costly new system produced.

"They end up with is a system that has the capacity to do what they've imagined, but won't – because somehow it has been designed to meet somebody else's operating criteria. Big investment, big letdown – and a super system that gets badmouthed because the results are different from the expectations. Happens all the time. Plan to keep those imaginations under control, Andy. Your audience has seen a lot of science fiction movies, and you'll need to keep their expectations more realistic than that.

"For example, people are going to ask why we shouldn't just use the Internet – collect suggestions from all those millions of professors and scientists and think tank people and inquisitive minds who are already online – instead of create a whole new government agency with its own Op system and paid experts to do what we could presumably get for free? They'll assume all that wisdom would be available at essentially no cost from the general public, so why spend money on another government agency? How would you answer that?"

"Time factors for one thing" Bellander replied. "We couldn't count on getting clearly focused answers quickly. For another thing, unless we put a limit on who could contribute – and several million people would try to claim they were entitled – we'd have to hire tens of thousands of editors just to try to analyze the millions of responses. That'd be statistically unnecessary, and the lack of a funnel effect might even degrade the quality."

"Absolutely" Larrey replied. "TE, overload, and unfiltered POVs. You might pull in a couple million replies, but then you'd have to sort out which came from authentic U.S. citizens, and which of the authentic were well informed versus those who were just running off at the mouth to make themselves feel important. Et cetera. The Internet might be a useful vehicle for opinion surveys, but it would be politically suspect unless every U.S. voter had access to it, and that isn't going to happen. Don't even consider it. Most voters don't have enough time to talk politics as it is, let alone stay fully informed or commit to sitting at a terminal thirty minutes a day – or week, or month – to send carefully thought out opinions to their surrogates. Or even choose from a list of answers.

"It might be both technically and economically possible to provide every voter with a connection to the Internet, but that wouldn't guarantee any improvement in the quality of governmental decision-making, which is the purpose of your project. Just because a citizen becomes eligible to vote after they're twenty-one doesn't mean they're competent to add any value to the national effort to make decisions. Those who did send in opinions would just as often be interested in satisfying their impindor drives as in pursuing logic. We're many generations away from that level of ability among our citizenry.

“On the other hand, don’t get caught in the assumption the founding fathers did – that only the people with property who have the time and money to get involved should be the ones to make all the decisions.”

Bellander grinned. “Just like it would be technically possible to build a space colony and pretend that would be the answer to the population explosion. Stefen pointed out that we’re generating another billion additions to the world population about every decade and a half. Considering what it costs to send ten people into orbit, you’ve got to wonder where the money would come from to send a billion people to space stations every ten to fifteen years. I won’t raise any false expectations about the system, Larrey. But thanks for the warning.”

Larrey winked at him and then his face became very serious. “There is another problem I want you to be aware of though – the matter of intrusion into electronic networks. I assume you’re going to be mentioning problems as a reason for acting, Andy, but there is one problem I’d advise you not to mention – the problem of security. I gather you’re not a big user of computer systems, and I don’t want you to assume that all systems are as secure as the ones we have around here.

“The bureaucracy people are very frustrated over the fact that they can’t get enough budget money to really install the degree of security they need in their systems – or even to keep their systems up to date. It results in their not being able to make upgrades on a regular basis – and you have to do that to keep your fences in good repair. Congress seems to think that electronic systems are like buildings – that you build them once and then conduct minimal maintenance for thirty or forty years and then replace them. That may be, as they say, good enough for government work – but it’s not like that in my business. In fact, in spite of all their paranoid spending on security, the country’s corporate systems aren’t particularly secure either.

“What I’m saying Andy, is that hackers could bring down just about any electronically based system if they wanted to try hard enough – and the implications are enormous if that was to happen. And the only way you can stay ahead of them is to upgrade constantly. Chang keeps reminding us that the world is involved in economic warfare, and he estimates that our business output would drop by two-thirds, overnight, if some country’s weapon of choice was to hack into our electronic banking systems. If they aimed at our government systems, though, and they were thorough, they could bring the whole government to an absolute standstill – in minutes.

“And I assume you’re fully aware of the damage an electromagnetic pulse could cause.

“Now I realize you don’t want to dwell on negatives in your speech, Andy, but I do want you to be thinking about which positives you need to yell about loudest – which brings me to the real reason I’m here. The whole premise behind your project, you see, is that if you can get the facts before the public, their good old fashioned common sense will take over.

“I agree with the concept, but there’s one small problem in the way of making that happen internationally – and that’s the fact that the guys in power won’t want to let that happen, and their weapons of choice will be electronic sabotage, intimidation and disinformation. And as Frank has undoubtedly been trying to tell you, communication facilitation will be your own primary weapon.

“The OSLs always try to block embarrassing information by censorship, cutting off power, restricting access to presses or paper or licenses, discouraging advertising support, controlling the receiving sets, and by intimidating or killing reporters. Now we already have the Internet, with its ability to send messages and faxes around the walls the OSL types want to put up – and with a ceiling of satellites overhead many people can communicate without wires. The OSLs will still try to intimidate everyone into keeping their mouths shut, in effect threatening to kill everybody on the grounds they’re all acting as reporters. It’s still pretty easy to kill individual reporters and get away with it, or hit them with a trumped up charge of spying or treason – but it’s not so easy to stop electronic methods.

“But the point I want to make is that OSLs can flood the Internet with disinformation as easily as reporters can flood it with information.

“So what you’ll have to accomplish is convince all the common people that they must become reporters too – get them to rely on honesty and the safety in numbers solution. But you’ve got to get the citizenry to report their knowledge and their complaints in a structured format, so they can sort out the wheat from the enemy’s chaff. That probably means IPS, Andy – but it also definitely sounds like the Big Brother thing.

“And the OSL-wannabes will be forever trying to influence or poison the minds of the people in your counselor agencies, too, because – from this point on – information will truly be power. Honesty will become the holiest of holy grails – even holier than the laws of the land. Only people can support that for you, Andy. Systems can’t.

“What I’m saying is – sell this thing like it was a holy mission, Andy. Because it is.”

Larrey shook hands cordially with Bellander, but gave him a long serious look as he left. Bellander sipped his coffee and stared at the ceiling, deep in thought, almost oblivious to the people around him.

Finally Mary said “Are you aware of how groupware really fits into all this, Andy?”.

“Talia has given me the broad picture, I think” he replied.

“Nothing fancy about groupware” Mary replied. “Everybody who can use a keyboard just sits and types their ideas and the program throws the ideas into the designated thought bins. Simplest thing in the world. Saves Commedit time in taking notes and doing recaps. What you end up with are lists that make it easy to piece together the elements of your

presentation – either for discussion as is, or to convert it into the Commcon format. If they get the chance, Larrey's people will make certain the government system has full security built into it for doing that, Andy. Don't worry about that.

"Just don't confuse the systems they'll provide for your CA groups with the worldwide systems he was talking about. As you pointed out, it would definitely take too big an edit system to use the groupware approach on the Internet. The indexing alone would be an astronomical challenge. Worldwide groupware will come – but that'll take another century or two. Or three. That funnel effect thing you mentioned is at least two or three centuries away.

"As long as we're all together what I think we should do at the moment, as a group, is use our system here to just make lists of the topics in the Commcon sequence, to give you a starting point. OK?"

Bellander nodded, then said "OK, if you want – but I think I've pretty much got my pitch figured out, Mary. I'll welcome having you critique it, but it seems to have assembled itself already. It's just meat and potatoes, as everybody keeps saying."

Mary gave him a big grin and a wink and said "I'm willing to let you do it your way, babe, but you just remember you're representing all us guys in the AB&D Society when you give that big speech – not just the folks here at Lexus Valley who are paying your salary. It's gotta be good. Better than good!"

"It's getting close to noon" Talia said, "and we agreed to play golf with Dad and Frank at one o'clock. I say we put things on hold until the day after tomorrow. That'll give Chang a chance to add whatever it is he wants to say tomorrow, and Mary can discuss the subjects of equity and equality – which we haven't gotten around to – and then I think Andy should be about ready to resolve all the loose ends and put everything into a package."

"I'd like to complete our session before too much time has passed, dear" Delia said. "At least a review." Then she turned to Bellander and said "I don't want it to seem like we're all waiting to try to edit what you want to say, Andy. I think what I'm trying to say is that we're all so interested that we want to hear it before anybody else hears it. This is very exciting to all of us."

"You did make it sound like you were reserving final judgment, Mom – but I'm certain he understands" Talia replied. She turned to Bellander and said "I just talked to Chang and now he wants to put us off two more days – so how about this group and Frank meeting again in the morning?"

"Can we schedule equality first thing?" Mary asked. "I don't care if he does know all about it already."

Bellander nodded and said “Fine. I appreciate the fact you’re all trying to help me double check my perceptions.” Then he smiled and said “I just want to go on record and warn you that my version of the speech may not end up looking at all like the outline you’d develop for me though. I’ve just got a feeling about it. And I love the feeling!”

Mary chuckled and said “We couldn’t have it any other way, hotshot. No other way!”

Nik came into the lyceum and said “Hi, everybody, how’s it going?”

Without waiting for an answer he waved a newspaper at them and started giving a running commentary. “Listen to this, and I quote, ‘Senator Ridgeson, speaking at what he said was the most important press conference of his career, declared a very strong concern that forces within our own government, possibly with the help of foreign governments, may be planning to try to take control of the United States.’ He declined to name his sources but claimed he has ‘strong reason to believe that our own State Department may be planning to try to create an American version of the old Soviet Politburo – or some kind of elite shadow government organization that can bypass the members of Congress and dictate the conduct of the nation.’

“Et cetera, et cetera. Then he really gets going – ‘and in what could turn out to be the most sinister, most outrageous, most treasonable act in the history of our nation, if what I have been told is true, and I believe it is, the State Department intends to get control of the Pentagon so it can neuter our military leadership and prevent them from presenting a strong front to the enemies of democracy.’

”Then he lists about a half dozen of what he calls State Department mission failures where the results they achieved through diplomacy weren’t what he claimed we could have gotten with a show of strength. He goes on to say he thinks that’s proof of ‘their inability to function effectively, and may even indicate they are already under the control of enemies who want to weaken our government.’

“Then he says, and get this, ‘this whole matter seems to be an effort to undermine the bulwark of our defense systems so others can take control of our country, like the AIDS virus is undermining the health of our nation’. He’s asking that a Senate committee be formed to investigate the information he is picking up from ‘high level unimpeachable sources in the executive branch’ – because he doesn’t trust the FBI or any other agency in the Executive branch to handle it.”

“Most of that was on the OBB this morning, Dad” Talia said. “He said that yesterday.”

“That poor mixed up man” Delia said. “I wonder who filled his mind with all that wild speculation? Do you think he’s actually sincere?”

Nik shook his head in disbelief and said “It’s obvious that that whatever he’s heard, he’s heard third hand. Some paranoid has heard some rumors and filled his ear with whatever

they've imagined they'd heard. But however you cut it, we've got a problem. Commcenter, bring up the Ridgeson file."

A recording of Ridgeson's press conference appeared on the screen and Nik impatiently waved it away, saying "No, not that. I mean bring up his bio."

"The poor guy" Mary exclaimed. "He's always won his elections by being bombastic, and he's always tended toward paranoia, but he sounds like he really needs rest. Somebody really got his imagination fired up this time. The news media will crucify him if he just sticks to rumors and can't give them any proof – which he can't."

"The worst part of it is that he probably believes it" Talia said. "He gets so much of his support, and so much of his information, from the dedicated right wing organizations. But he's definitely talking about us, or at least rumors about us."

"Surprised, Andy?" Delia asked. "This morning's bulletin board quoted him as saying he was going on some sort of crusade. Have you ever dealt with him?"

"Only indirectly" he replied. "He's never liked the State Department's ways of doing anything, but something has really touched him off. Do you suppose it really is the State Department he's trying to condemn?"

"Maybe it is treasonable to try to improve the government" Mary said with a chuckle. "Have any of you ever checked into that?"

Nik raised an eyebrow and handed her the newspaper.

Ridgeson's picture suddenly appeared on the screen along with a great deal of text, and Nik began clicking from page to page, reading aloud. "Now let's see – 72, born in the midwest, poor to modest background, dysfunctional family that moved a lot looking for work. Went to a state university, got a BA and took a relatively low paying job. Got a law degree later. That's good – shows he has some initiative. Got married. Tried to join the military during a police action war but was medically unqualified. Ah, that must be where he turned into a super patriot and a Don Quixote at the same time."

Nik picked up a light pointer and started clicking it at a series of activities listed on the screen. Nothing happened. "That's not hypertext, Dad" Talia said.

"So I see" Nik muttered. He advanced the text to the next page and continued to read. "Assistant to a Congressman, three junkets to Europe, did finally get into the Navy for one hitch, followed his boss into the House for two terms, elected to the Senate and has been there ever since. Is somewhere to the right of the John Birch Society on most political issues. Modest house back home and an expensive semi-mansion in Washington. Three children. Wife doesn't like the social whirl. Has a minor mistress back home and often stays with – look at this! – often sleeps with an officer of the Federation for the Protection

of America whose family left her tons of money in an inheritance. There's the connection – the FPA. They're consistently his major conduit for campaign funds, plus he's had liaisons with two of their secretaries too.

"Has a severe case of pedistalsis combined with egotesticalis, wouldn't you say? And his good friends are taking care of all his needs. It's sure a good thing that seniority doesn't count for as much these days as it used to, or this guy and his buddies would have us at war with everybody in the world!"

"What's pedistalsis?" Bellander asked.

"Nik's just imagining he's a trail blazer, Andy" Delia said. "He claims that if Frank can make up words, he can too."

Nik grinned and said "It's an overwhelming desire to end up on a pedestal."

"Well, Andy" Malcolm said, "we need to make a strategic decision. Somebody got the senator to make a preemptive strike against us – so how shall we react? Whoever they are picked up some sort of a rumor and are probably using it as the scare theme in their latest fund drive. It'll undoubtedly add millions of dollars to their war chest so they'll continue to milk it, but we may have to wait for some monthly newsletter to see what else they intend to say about us. This could poison the press and prejudice the public's willingness to listen to your speech with an open frame of mind."

Mary looked up from the newspaper and said "Ridgeson told the press he had proof that a high ranking official from the State Department had been secretly assigned to one of America's most powerful think tank organizations under very mysterious circumstances.

"And he goes on for two paragraphs, without mentioning Andy's name, to say how he is one of the best strategists they have, that he's brilliant, that he has multitudes of international contacts at the highest levels – and that he considers him to be in charge of the secret organization the State Department is forming. Gee, I think he likes you! But then, of course, he always envies anybody with behind-the-scenes influence."

"Malcolm's right, Andy" Nik said. "Since you're the officer in charge of this mission, we need a strategy. How should we respond? What do you want to do?"

"We obviously shouldn't respond publicly" Bellander answered. "They haven't identified us, which is a good break. Can you imagine trying to convince the public that Lexus Valley is what it really is? That'd be bad TE. The guys who suspect an international conspiracy behind everything would go ballistic in the media, and the media would encourage them, and that would just seem to add legitimacy to his charges. We'd never get anybody to take our presentation seriously if it got that far.

“We obviously shouldn’t get involved in trying to fight him. I think we should try to arrange a meeting and give him a thorough briefing on what we’re doing. Lay it all out on the table and take our chances.”

They all smiled at him for several seconds, and then Delia said “That’s exactly what we would recommend too, Andy. We’d invite the senator to come out here and personally check out who we are and what we’re doing. We would probably also invite the president of the FPA to come along. Would that fit in with what you had in mind?”

Bellander nodded. “Excellent. It would be ideal if we could get them on our turf before we say anything. We may not convince them, but we might be able to keep Ridgeson from making any further attacks for awhile.

“This may change my schedule considerably” Bellander said. “I want to carry on as usual, though. I’m still accepting input” he said with a smile, and the rest nodded.

Nik rose to leave, saying “I’ll meet you on the tee, but I’m going to make a couple of phone calls to see if one of Ridgeson’s fellow conservatives will issue our invitation and make the arrangements for him and his buddy to pay us a visit. Maybe we can stop him from holding any more press conferences for a week or two.”

He thought for a moment, then said “It may take two or three weeks to get him out here though. Or would that be too soon?”

Bellander shook his head and said “The sooner the better as far as I’m concerned. Those two guys will let me do a test run of my pitch – and I think I’m ready for them right now.”

Equity

As he joined them in the lyceum the next morning Frank said “I think it’s really smart to invite Ridgeson to come here. We can’t confront him from a distance – and we definitely need to quiet him down.” Then he grinned at Bellander and said “I suppose your decision to invite him here was a standard diplomat tactic.”

“Actually, both my Air Force and State Department training would have suggested the same response” Bellander replied. “Find out all you can about the other guy before you start a fight – and try to avoid the fight if you can. One Air Force instructor used the master swordsman story to illustrate how to react to things like this. You’ve heard it?”

Frank shook his head.

“It’s about a father who was teaching his three sons to become master swordsmen, so he put a pillow above the door and called them in, one at a time. The oldest son came to the door, saw the pillow, took it down, stepped through the door and then replaced it. The old man said ‘You may sit at my right hand. You will bring me honor.’ The second son pushed through the door, saw the pillow falling and caught it, then put it back above the door. The old man said ‘You may sit at my your brother’s right. You are learning well.’ The youngest son came through the door, saw the pillow falling, drew his sword and slashed it in two. The father said ‘You must still sit at my left. Master swordsmen do not fight pillows.’”

“Good story” Mary said. “I like it. Did they also explain things like the *lex talionis* – and cover the what, where, when and how-much factors of negative discipline, and what results to expect? Or were those areas reserved for the top brass?”

Bellander gave her a quizzical look and shook his head. “We just covered military stuff. Delia has explained the historical influence of the *lex talionis* on our legal systems, and on western civilization in general – but she left a few questions in my mind. I presume your concepts on equity and equality will clarify all that?”

Mary, Frank and Malcolm exchanged glances.

“Actually – probably not” Mary said. “My concern is to make certain your definitions are clear on some social factors that are sometimes a little foreign to the military mind.”

She nodded toward Talia and said “You did know her name honors the talionic concept?”

“Delia mentioned that” Bellander replied as he smiled at Talia.

“Well” Mary replied, “as you say, the lex talionis provided a foundation for the judicial systems of nearly all of western society – but it was a whole lot more than that. It wasn’t as easy for the religious leaders to promote as the golden rule was, but it has had an enormous influence – probably even more than the golden rule. Are you aware of the links between the talionic concept and Frank’s thinking regarding negative discipline?”

“I think so” Bellander replied, but Mary stuck to the topic anyway.

“The talionic concept was the BB for a lot of ideas we take for granted today, Andy – such as using an unbiased third party for judgment, plus things like democracy, equitableness, equity, justice, fairness, gradation of punishment, deterrence, redress, motivation, and even tolerance. Words like that probably weren’t even in your military instructors’ vocabularies – but they should prominent be in every diplomat’s vocabulary. Especially considering your present project. Let’s review some definitions for a start.”

She began calling text to the screen.

Justice

Justice is strict. Justice is the principle or practice of dealing equitably with others. Justice is also absolute fairness and impartiality, a deserved reward or punishment, independent of the thought of others. Justice can be embodied in either law or custom. When used as a control mechanism it prefers third party authority for its enforcement. *Justice is an absolute.*

Equity

Equity entertains the thought of others. The state, quality or ideal of being just, impartial and fair; supplementing and modifying common law. Its purpose is a fair apportionment, an even-handed distribution, of what there is. Equity has the elasticity of a spiritual quality, yielding where conditions demand or permit, and it sometimes appears to break the letter, if not the spirit, of the law. Equity provides ethics to control motivation, but equity is not a mechanism. It relates to abstract impartiality, justness and fairness. *Equity is an ideal.*

Equitableness

Marked by the enjoyment of or having equity; just, fair and impartial.

Mary smiled at Talia and said “She also represents equitability” as the text appeared. “The rest of these guys will keep talking about the innate logic of the mind, Andy, and that’s OK, but there’s more to life than that. There’s also an innate sense of what’s fair and equitable – and that’s what people are willing to fight and die for. People aren’t willing to fight and die for just logic. Not just for logic. Logic is a tool – equity is a cause!”

“The law of talion said two things. The first was that the punishment should be equal to – but shouldn’t exceed – the crime, although that turned up as ‘an eye for an eye and a tooth for a tooth’ in the bible. You’re familiar with how we re-word that?”

Bellander nodded.

“That’s where the need for judges came from – finding disinterested parties who could figure out what an equitable punishment should be. The second part – the part about false accusers getting the punishment they tried to inflict – supports the concept we call the implied warranty. So between those two statements the talionic code tended to institutionalize the concepts of equity and equality and honesty – and the idea of equality then turned into the idea of democracy. That was all new stuff back in the old days you know.

“Can you imagine what life would be like today if the legal system had paid as much attention to the part about false claims as it did to the rest of it? Somebody’ll get around to that in the future, I’m sure – but they’ll have to clean up the legal system itself to do it.”

Bellander laughed. “They’ll be putting people in jail for every kind of misrepresentation, even just from sloppy thinking. Boy, that’s a picture! Every WOW in the world will be in trouble, won’t they – politicians, advertisers, salespeople, any economist who guesses wrong, reporters, editors, lovers, wandering spouses, credit reporting services with bad data, cops and lawyers twisting the facts so they can win a case? The whole damned world! Including preachers. And including diplomats. But don’t you think we need to let diplomats lie – at least a little? Not politicians – just diplomats.”

“Perhaps” Frank said with a smile. “But what I hope she’s getting around to is that the lex talionis didn’t cover the four corollaries of ND so the average guy could understand them and be guided by them. Actually, Andy, as I tried to say when we discussed it earlier – the problem was that talionic law couldn’t go far enough, because it originated in the days when OSLs and the pyramidal power structure were taken for granted, and common people could only count on religion and common law for individual protection. It just left the inference that things like justice, fairness, gradation of punishment, deterrence, redress, motivation and tolerance were valuable concepts. Those were the oaks that grew from the acorn.

“Plus, over the centuries, we’ve gotten everything all mixed up. My four Cs touch on a different aspect of all that. The four Cs go deeper into the ideas of deterrence and prevention and protection – as they relate to equitableness. That’s where Mary is going.

“The oldtimers knew that the threat of retaliation had to have teeth in it if it was to have any deterrent value, but they were also saying that unlimited punishment wasn’t justifiable – or valuable – just because you had the power to inflict it. And, at the same time, the possibility that a given punishment might not be a deterrent to a potential transgressor also had to be considered. The problem was they didn’t make distinctions between justice,

equity and prevention. Their version of the fourth corollary was just that you had to be effective but you shouldn't be sadistic. Now you might say they touched on each of the four Cs, at least tangentially, but let's examine the subject a little more closely."

He called the ND corollary chart to a second screen. Bellander glanced at Mary, but she just gave him a wink turned her attention to the screen as if she was studying it.

Corollary Rules of Negative Discipline

1. *You do not have to experience ND to learn to avoid it.* (Anticipation of pain or frustration can provide learning. Animals tend to bluff more than fight.)
2. *ND must be enforced or be intended to be enforced or it does not exist.* (An ineffective bluff becomes PD.)
3. *The strength of the enforcement must exceed the strength of the drive to continue.* (A slap on the wrist is PD to someone who simply needs/wants/desires attention.)
4. *ND should never be enforced if there is not a reasonable expectation the teaching effect will be achieved.* (If you can't hit the other guy harder than he's going to hit you back, you're enforcing PD. And if you only teach others to resent you, you are placing yourself in danger – probably more than if you did nothing.)

"Now what I tried to do here, Andy" Frank said, "was to state the BBs which control how, why or whether laws should be passed in the first place. These are the protocols which influence the presence or absence of motivational drives – and laws are merely constraints on such motivational factors. But the four Cs are universal – they are laws of nature.

"A human law is obviously no good if the second and third corollaries are violated – assuming, of course, that the law is understandable in the first place. You must obviously have the power to enforce whatever law you make, and then you must be willing to use that power. And of course there are two traditional ways to get the raw power – either own the guns and the muscle men, or have the strength of public opinion behind you.

"The first part of the law of talion covered C2 and C3, but C4 says that brute force doesn't always work in accomplishing the teaching effect – especially prevention – and that whole idea was missing in their statement. Nature, you see, at least tries to make you understand the reason-why for not breaking one of its laws – or, at the very least, it tries to make certain you understand and appreciate the amount of punishment a violation may attract.

"The second part of the law of talion was clearly a deterrent – but not to the original transgressors. It was an after-the-fact form of redress, but it was assumed it also provided

a before-the-fact deterrent to transgression by misrepresentation. The whole law was weaker in the area of prevention than the oldtimers realized.

“So the lex talionis has been extremely valuable over the course of history, but it has still left quite a bit to be desired.”

Mary started chuckling, then said “So does the fourth C, Andy. Nik said one day that the only way to prevent somebody from carrying a bottle of nitroglycerin onto an airplane would be to pass a law that everybody had to fly naked – except that the first class passengers might be allowed to wear some jewelry to show their importance. That’s a fourth C solution all right – but it sure conjures up an ugly picture, doesn’t it?”

Frank smiled and shrugged, then continued. “And if you ask how the lex talionis applies to totalitarian governments – the answer is that it probably causes OSLs to misinterpret the eye-for-an-eye thing. OSLs have no desire to offer equality. In fact, the presence or absence of equitableness is the way we judge whether an OSL is good or bad.

“OSLs only believe two things – one, that they’re above anybody else’s laws and two, that excess is better. They believe excessive punishment proves that they’re superior to their victims, and that it makes people obey their commands – especially in repression for the sake of maintaining power. The military is closer to the OSL POV than the talionic POV, Andy, and we want that out of your mind. Or at least temporarily suspended.

“Now totalitarian regimes are of course the types of governments we’re against, and we’re well aware that it may take several generations before what you and we accomplish will have much real impact on them. As a matter of fact we think there’ll still be benign dictatorships and beneficial OSL regimes within democracies for much longer than that, because it’s quite possible to provide a certain amount of equitableness while still maintaining a tight grip on power. Incidentally, Andy, when we say ‘OSL’ around here we’re usually actually referring to governmental power groups in general, not just to totalitarians. It’s a sloppy use of definitions, I admit, but please overlook that. All we’re actually concerned about is the misuse of ND, especially as it relates to equality.”

He grinned and Bellander replied with a smile.

“Unfortunately” Frank continued, “the process of governance and the maintenance of equity can get pretty boring when you get down to it. They get taken for granted. The OpSys feds are forever passing laws – they call it making rules, because technically they don’t have the authority to pass laws – for such things as regulating interstate commerce and collecting taxes, for example. Things that the leadership group doesn’t have time to bother with. Congress may want to specify strategies, but they don’t want to be bothered with evaluating tactics. There’s a big gray area there – because you need a close interrelationship between the leaders’ objectives and the OpSys objectives, and trying to analyze those interrelationships can fill wall after wall with PERT charts and flow charts.

“That may be OK – providing the leaders’ SOPs and their top level objectives are crystal clear. They can leave it to the courts to clear up OpSys rulings which transgress on equitableness. But if clarity at the top is missing, you end up with the courts – not the Congress – tending to make laws via interpretation. And the courts have little choice but to use strict interpretation – while the whole idea of equity requires flexibility – and that’s another source of conflict.”

Mary gestured toward the screen. “A major conflict! ‘Equity entertains the thought of others’. There’s quite a big idea buried in there. Are you following all this, kiddo?”

“I think so, Mary” Bellander answered. “I’m trying.”

“With so much interpretation being left to the courts, Andy” Frank continued, “that puts the emphasis on negative discipline instead of equity – and that’s bad PDX. Plus there’s the fact that laws which invite interpretation don’t achieve much prevention.

“Now absolute ND is already ingrained in the public’s mind as the church-approved way to deal with transgressions. Religious leaders long ago adopted the totalitarian approach to get their edicts obeyed. Excommunication, shunning, death on the rack, etc. They needed unthinking conformity, you see, because they didn’t want followers questioning their reason-whys. The threats of hell and damnation are almost as good as muscle and guns, so almost all religions use various forms of ND threats to get their way. And that kind of approach to religion certainly has skewed the public’s understanding of negative discipline. And on the other hand, telling soldiers they’ll go to heaven if they die in battle skews the public’s understanding of PD.

“It sets a two-edged precedent, you see. On the one hand it defines ND as a necessity – and on the other hand it has caused people to expect somebody else to exercise power in defining equitableness – and in the long run the idea of third-party-power provides weak leadership in a diffused power system like a democracy. It’s good for maintenance – but not for leadership. That presents a special problem when you start talking about a coalition of nations, Andy, and I’ll try to get back to that.”

“Frank looks at legal questions a little differently from the rest of us” Mary said. “His primary interest is in controlling – or adjusting – motivation. He thinks society’s lawmaking has two goals – preventing transgressions against equity in the first place and delivering justice in the second place. And he doesn’t believe that idea of killing the incorrigibles is enough of a deterrent to guarantee the achievement of that first goal – plus he has totally confused the rest of us with his thinking about methods of redress. Has he explained that?”

Bellander narrowed his eyes and said “We’ve discussed parts of it”.

Delia joined the group and obviously wanted to jump into the conversation, but kept silent.

Frank nodded and continued. “Some states have laws specifying the death penalty for murder – but the crime rate for felonies with deadly weapons remains high everywhere. So – while my theorizing about terminating incorrigibles would definitely serve to minimize repeat offenses, I don’t pretend to guarantee it would prevent first offenses.”

“It sure would with me” Bellander said.

“Oh, it would, and it could” Mary replied. “But it’d have less threat to a potential offender than it would to the people who probably weren’t going to commit an offense anyway – because the peaceful people get their knowledge from their innate belief in equitableness as well as from the first corollary. It’s the insecure people whose Quest drives make them afraid everybody else is superior to them – the people who don’t bother to imagine the consequences of their actions in trying to prove that isn’t true – for whom that first C isn’t a strong deterrent. Violations of equity are Quest proofs to them.

“First offenses, you see, result from what the offender believes – not from what society wants them to believe. We talk about crimes being committed in moments of passion or anger, but each one is just a Quest proof being acted out. It’s not just a contest between laws and outlaws – it’s a contest between the innate sense of equity versus the all-consuming power of the Quest drive.

“Conscience comes from what you actually believe, and only partly from what others tell you to believe. Basically, society says that ignorance of the law is no excuse – but we say that ignorance of the reason a law was made may be an excuse, so we’re willing to let offenders try to learn it. That means we’re willing to consider an escape clause for some offenses – but if a transgressor’s Quest drives prove to be too strong, our patience ends. And in the distant future, we feel certain the public’s patience will end there too – where the sense of equity stops and the Quest drives take over – and they’ll cut no slack there.”

“I’ve been telling you from the start that communication is the key to everything, Andy” Frank added. “People talking to each other, creating social pressure to support RLBs, including RLBs that have been codified into laws. That clearly indicates the need for an educational effort that’ll make potential offenders acknowledge equity – as well as make them imagine the consequences of their actions. We need better Quest awareness, better equity awareness, better understanding of ND, and better communication in general.

“The first C needs support in that area – especially as it applies to OSLs – which is why we must have laws. And incidentally, decision makers need IPS for that same reason – to help force them to imagine the consequences of their decisions. I think of IPS as a communications mechanism as much as I think of it as a planning technique.”

“He’s saying that if a parent makes a rule” Mary said, “and the kids ignore it, the parent has to do something about it or the rule actually represents PD instead of ND. So he’s saying that there must be a ‘do something about it’ mechanism or every law the parent

tries to pass will be seen as permissive – but there is an obligation to explain the reason-why before you punish. Without that, you’ve got no learning – and no equitableness. Right?”

Bellander nodded and said “OK”.

“So every governmental entity – whether it’s city, county, state or federal – has a police force to provide that ‘do something about it’ mechanism so the government won’t tend to get caught in the same trap as the wishy-washy parent. Right?”

Bellander nodded.

“So there you are!” Mary stated emphatically. “That’s the IID. That’s why we need clearly defined rules, and the willingness to back them up – plus the education about their existence – or you might as well not have any rules in the first place. But the key points there, Andy, are whether or not the leaders have stated clearly defined rules in the first place and how strongly the power they represent is willing to back up those edicts in the second place and whether or not that’ll satisfy the fourth C in the third place. Educational failure means the failure of the fourth C. Automatically!

“And the situation is identical where OSLs are concerned – it’s just a matter of scale. Except that on the one hand you’re talking about people and on the other hand you’re usually talking about people who are expressing themselves through systems – and a fourth C solution pertaining to systems should either change the systems or leave them alone. You can’t punish a system – but you can build self-improving systems, and you can stimulate a change in the motivation of the people running them.

“Which is why it’s up to you to get the Congress to begin passing more clearly defined SOPs and SOOs – statements of objectives – so there won’t be so much reliance on the courts to sort out the arguments in the second place. Better understanding of the reasons-why behind the rules will automatically reduce violations significantly. We need Congress to provide an example that’ll help teach the voters that DIE really means something.

“And that’s tough to do. Real tough. You’ve gotta make the rules so clear – overstate them if you have to – that the individual can figure them and their consequences out for himself instead of waiting for some overworked judge to do an interpretation for him. And then Phase Two will try to organize an international coalition to take over the parental-type authority to keep OSLs in line – but keeping in mind that that authority frequently has to be applied to systems, not just to leaders.

“In the end, you see, OSLs are just potentially bad little kids, playing by the rules they’ve learned. They’re just playing the cards they’ve been dealt. And the reason-why they got into the game in the first place – their motivation – is another subject altogether. Just because they have focused power doesn’t make them good or bad. They may be good guys trying to run a country where the average citizens themselves just aren’t up to the

job. So if you have a good OSL and a bad system – the bad system is what needs to be changed first.

“So that’s where the concept of equity comes into the picture, Andy. That’s where equitableness comes in – how the system treats the people. And that’s where it’s imperative that you make certain that international system serves – answers to – the people of the world instead of to itself. Equity is about people, not about systems – but it’s implemented by systems.”

Delia said “That is very, very important, Andy.”

Mary nodded and said “Which means that you guys in the diplomatic corps are basically youth counselors for troubled kids as far as dealing with OSLs or groups that want to kill other groups are concerned, Andy – except that at the moment there’s no ‘do something about it’ mechanism to back you up when they won’t listen to your advice. And if the people won’t, or can’t, change the system that’s allowing bad guys to operate, the international government needs to do it for them – but do it in such a way that it doesn’t leave a power vacuum behind for a new screwed-up system to spring up. You don’t cure one infection and then walk away from a patient that still isn’t healthy.”

“Exactly” Frank said. “So international law must be strong enough – and well enough enforced – to terminate OSL systems if they won’t honor the equity concept the same way the rest of the world is doing. The fourth C says, however, that if terminating them will still leave a power vacuum and a lack of leadership – you’ve also got to address the BB cause of the problem rather than just try to cure the symptoms. You’ve got to decide whether you have a system problem or a people problem – or both. And in either case you’ve got an educational problem on your hands – a rehab back to full health.

“Laws relate to the difference between ‘fles’ and ‘self’ – the difference between social influence and Quest impact – and, generally speaking, laws relate to things which must be learned instead of just taught. People make up their own rules concerning their Quest drives, but they can’t be allowed to do that where laws are concerned. Politicians tend to simply ignore that factor.

“Nature usually gives you a lot of chances to learn before it drops the hammer. I guess all I’m saying is just that the protocols for enforcing laws should mimic nature in addition to being guided by the sense of equity – be a little lenient where knowledge is provably lacking, but not lenient at all if knowledge is present. And the BBs of talionic law pointed me in the direction I’ve taken. But it took me awhile to realize that some laws are written to control people and some are written to control institutions. There’s a big difference.”

Bellander offered a friendly smile, then said “I’ve gotta tell you, Frank – it sounds like you guy’re making a compelling case, but if I was on a jury I might still be confused. Are the

corollaries of negative discipline universal – or do they change depending on whether you’re applying them to an individual or an institution?”

With a wave of her hand Mary said “They don’t change. Today our families expect the schools to teach the kids about laws and equity and equality – but the schools expect the legal system to do it, the legal system expects, or used to expect, the church to do it, and the church expects the families to do it. But few of those institutions – those centers of influence – actually try to do it. They put on a big pretense so they can take credit if good results occur, but none of them seems to be working at the BB level. And if people don’t understand how those things affect them, how can you expect them to judge how they apply to everyday life? Leave everything up to the courts to decide? If we can’t get back to the families doing the social training, we’re condemning the kids of the future to live institutionalized lives – under dehumanized laws.”

She looked at Bellander expectantly, and he nodded agreement.

“It’s all just a matter of communication and education, isn’t it?” Frank asked. “Plus of course it’s a matter of what’s being communicated. We’re asking you to help us use the federal government as a teaching example so we can show the world how they can put together a federation of countries – or perhaps I should say an extended family of countries. And that family of nations might include two or three times as many countries as there are now because some of the bigger countries may subdivide into smaller entities. You can’t say we don’t think big! And your teaching example begins with the family of states here in our United States of America.

“But the problem we’re trying to address is that the analogy to parents represents focused power – and we need to have every citizen learn to think like a parent.”

“I understood Delia to say you wanted to focus the educational process on kids” Bellander said, “but I hear everybody else saying what Frank is saying – that we need to start at the top instead of at the bottom. Are you guys really saying both?”

“Yes we are” Delia replied with a smile. “With you not having direct experience as a parent, perhaps you should try thinking of all this as an extension of the train-the-trainer process. We simply have to train the adults first in order for them to be able to train the kids. But eventually the training must start in the home – because that’s the most important institution.

“It must start pre-school, in fact. The third to fifth years are critical. Some youngsters are naturally dependent and some are naturally independent. The dependent, insecure ones are eager to earn approval, so they develop a conscience with the help of a little gentle guidance and mild discipline. They learn to feel anxiety when they just think about doing something wrong. But the naturally independent ones are more curious and risk-taking so they have to learn how to evaluate potential risks and learn to appreciate warnings. If you’re careful about how you help them learn they’ll learn to respect equitableness too –

they'll learn that authority isn't necessarily something that threatens their independence – just something that can help them avoid unpleasantness.

“And we're saying the same PDX applies to countries as to children, except that we don't want a central authority commanding what to do. The pyramidal power structure has been the norm throughout history – and the concept of democracy represents the opposite of that – and the concept of democracy is the best way to protect equity.

“That's the reason everybody needs to learn to be leery of systems – and why it's important that you give citizens a peaceful way to change a system which isn't working – or give them an automatically self-improving system.

“Adults can learn the same things that children learn, but by the time they're that age you may have to hit their Quests over the head with a club in order to get their attention. But regardless of their age, they have learn to distinguish between motivation, which is personal, and equitableness, which is social.

“A conflict arises, you see, when insecure Quest drives are allowed to believe that it's easier to get emotional satisfaction from anti-social impindors than from socially acceptable impindors. And when that happens to groups, that's where you have to switch from thinking about individuals to thinking about systems – the same way a doctor might use different types of treatment depending on how much of a patient's body had become infected.”

“Do you place much emphasis on the fear-of-failure syndrome?” Bellander asked. “How often do you expect to frighten people into learning?”

“Fear of failure – FOF2 – involves the first C” Delia answered, “so it's obviously one of the tools that can be used. But it must be done heuristically – not the way the religious leaders try to do it. If you tell a child something, over and over, you haven't necessarily prepared them for the moment when they come face to face with a real situation. For example, if you tell a child, over and over, that they're a good person – that won't necessarily cause them to return the wallet they find in the street. They may not be prepared for the shock of coming face to face with reality – and their Quest drives may tend to take over. FOF2 is subjective, not objective.

“If you constantly tell a child they're superior, their fear-of-failure reaction may be much stronger if they're faced with the chance to prove it – and if you constantly tell a child they're inferior, their fear-of-failure reaction may be much stronger if they're faced with the chance to prove they're not. In either case, the child might have been much better prepared to meet the challenge if they'd have formed their own opinion about themselves via experience rather than words. They can learn such things much better by playing with other children – under thoughtful guidance – than by listening to adult pontifications.

“And the same will be true of voters under your new program. All the talk in the world will be pointless until the voters actually participate in the program and take ownership of it for themselves. Otherwise they’ll expect to continue to take orders.”

“Remember how annoyed I was when I was talking about annual reviews in the corporate world, Andy?” Talia asked. He nodded and smiled.

“That was because annual reviews are more applicable to systems than to people. Any nincompoop knows that the best way to correct and improve somebody is to discuss their error with them in a fair way at the time they make it – while it’s fresh in their mind – not to find fault with them months later, after they’ve probably forgotten it. Justice, fairness, equity, fair play – those are motivational things that should be as important to the enforcement of laws as the four corollaries – but they don’t apply to the evaluation and measurement of systems except as to how those systems impact people. One has to do with motivation and the other has to do with the attainment of program objectives. There’s a big difference.”

Bellander looked around the group, then turned to Mary and said “I think I’m hearing something I’ve heard before – that we should be objective when we’re writing laws but that we should be subjective when we’re enforcing laws. Does that sound right?”

Mary slapped her knee and said “Right! Or at least close enough. You plan ’em from society’s point of view and enforce ’em from the POV of how they affect the individual. Talia, honey – don’t let this guy get away! I love him!”

Frank smiled and continued. “We realize what a task it must seem we’re setting for you, Andy – but don’t be too concerned about all these other considerations right now. Such things can be addressed later. They’re peripheral to your project.

“The BB is just common sense though. The more children are allowed to break rules, the more rules they’re apt to break when they become adults, because the absence of ND has the same reinforcing effect as PD. That’s why children need a minimum of rules, but enforced firmly and fairly. But as people mature, trying to figure out graduated punishments for adults presents the same conundrum you run into in trying to decide what constitutes misrepresentation, so you’ve got to take a stand somewhere – and our stand is whether or not the person understands the situation. Our guidelines are closer to the laws of nature. Do you see where I’m coming from – over on what Mary calls the righthand side of the scale?”

Bellander nodded and said “Yes, I guess I do. Where adults are concerned, you guys’re closer to the thinking of the totalitarians than I imagined, but you do allow an escape clause. And yes, I can see where more learning would occur if everybody – especially the potential violators – had to think about why the laws were written in the first place. You just make them use their imaginations to internalize why the laws exist. And I can even

see where ethics in general – in one nation, at least – might improve. But I’m still not certain I agree on how all that applies to changing OSL people and structures.”

Mary grinned and said “That’s just a matter of time frames, Andy. Frank was trying to lead up to explaining why the implied warranty and the second part of the law of talion mean the same thing. But first he tried to tell you how people have tended to misinterpret the first part, which essentially confused justice with punishment. Talionic law begins to suggest the concept of equity.

“How you achieve democracy is embedded in the second part of the law of talion – and it has to do with both honesty and belief, but based on equitableness. But the certainty laws will be enforced – especially by an aggregation of nations – is how you impress the message on the imaginations of OSLs. And from all that you can draw the inference that government is as much art as it is science. Do you see the distinctions we’re making?”

Bellander just smiled and said quietly “It’s very complex. I think I understand it from my point of view, but I don’t think I could re-explain all of what you’ve been saying.”

“Anyway” Frank shrugged, “the lex talionis also suggested the way to the basic ideas of redress and equity – but it actually left deterrence to religion and culture, not to law – and both of them are weak in that regard. I’m saying that law breakers do what they think is all right to do – or at least what they think they can get away with. And that’s dictated by their Quest drives, not by laws. Motivation is subjective, not objective.”

“What he’s saying, Andy – or I hope is going to be getting around to saying” Mary said, “is that if a society wants to prevent a certain type of transgression they have to craft their laws in accordance with the four Cs. But they have to approach that from a leadership point of view – which is to say parental – while they have to enforce the laws from an institutional or third party POV. And I think that’s essentially what you said.

“First, they have to check to see if their people have the opportunity to learn what not to do and why not to do it – provide the reason-why knowledge. Then they have to make certain the law will be publicized as well as enforced, and enforced strongly enough to guarantee an infraction will be punished. So that’s why he says people should be able to learn the reason-why in catch-up mode – in order to accommodate subsequent generations – but if there isn’t any indication that the leopard is changing its spots during a grace period, they won’t be allowed to continue to follow their Quest.

“And we’ll have to get an OSL individual or group to understand all that too – plus we’ll then have to get them to act as teachers or facilitators – to set adult examples or suffer the consequences spelled out by the new international laws. I agree it’s complex – but it’s simple, too – and we’ve got to start somewhere.”

Bellander nodded and said “Yes. And I think I do see – but it’s all pretty theoretical.”

“You’re still thinking in military mode” Mary stated firmly, “but we’re not that extreme.

“Equity allows each person the right to do anything they feel motivated to do as long as it doesn’t intrude on the equities of others. If you choose to ruin your life with drugs, that’s OK – but it doesn’t give you the right to steal or to hurt somebody else because of your addiction, or to try to sell others on using drugs or to expect others to pay for your hospitalization, because those kinds of activities diminish others’ equities. On the one hand, society may try to help you recover if they think you can make a contribution, like getting a job and paying your share of the tax load – but if neither law nor custom nor exposure to education seem to be providing deterrence in your case, that’s where we allow the military mindset to kick in – and that’s when it’s gonna be bye bye!

“Children understand equity – but only as it applies to them. What they have to learn is how it applies to what Frank calls the fles side of life. It’s the thing you’ve been calling the ultimate selfishness – but it’s also defined as equity.

“Same thing with an OSL – except that an OSL has usually been enjoying Quest proofs. You have to ramp up the power curve on corollary three once they get to that point. It’s a little more complicated than dealing with kids – but the PDX is the same. In fact, the PDX is identical.

“How else do you accomplish deterrence except with strict laws or customs to back up your educational efforts – and good educational efforts to precede your strict laws? Can you realistically expect laws to accomplish prevention unless people understand why they were written and whether you enforce them strictly?

“But, you ask, doesn’t that enforcement power put equity at risk? You’re damned right it does – so the reason you need democracies is to not put equitableness at risk while you’re threatening to have an institution spank the butts of the problem people.”

“Dictators cut right to natural law and transgress as far as their immunity to negative discipline will allow” Frank added, “because they consider themselves above social law. No confusion on their part – they just ignore citizens’ equity. The fact is that immunity to ND is PD is actually a pretty strong marker on their satisfaction index.

“The contest for power is the only game they know. They’ll lean on you to see if you’ll give ground. They’ll poke you in the chest to see if you’ll back away. They’ll bluster and bluff and threaten to see what your reaction will be. I’m sure you know those routines by heart, Andy.

“That’s where the four Cs have to fit in with international law. And when a fourth C enforcement is indicated – there should be no doubt, by any party, as to whether the teaching effect will be achieved and the motivational drive will be changed. It’s all very simple, really – just a matter of TE and equity.

“We want all the world’s citizens to learn to place a value on their equity – learn to stand up and fight for it – because the concept of equitableness has greater value than the concept of democracy. Democracy just happens to be the best way to protect equity – as the communists with their everybody-is-equal-except-us baloney have proved. You can’t really have equitableness where the system controls the people.

“You forfeit a portion of your equity when you let others treat you badly or feed you flawed thinking – so your culture must hold people responsible for anything negative they cause others to experience. Politics too often strays into what Mary calls the dark side of salesmanship. It may be a matter of convenience to ignore such wandering – but it flouts natural law to do that – and your ND can be loss of freedom and equity.”

“Misrepresentation is a serious thing” Mary said. “Especially with public officials. Keeping in mind, of course, that lovers are never very logical either. No logic in love. You makes your choices and you takes your chances there.” She glanced at Talia and wrinkled her nose as she gave her a wink.

“Where my ideas trip up, Andy” Frank said, “is in situations where somebody has a great religious revelation, or somebody stirs up a great nationalistic patriotic fervor – situations where it’s difficult to judge quickly if the effects on equity are good or bad.

“In any event, making a distinction between justice and motivation always involves a trade off, partly subjective and partly objective. The concept of equitableness gave rise to democracy – but as she said, appointing others to represent you requires you to give up a part of your equity – so who’s to blame if a wrong decision or a bad law is made? The reason voters become critical of their officials is because they’re paying those officials with something far more valuable than tax money – they are paying with a part of their right to equality, and they want representation of their personal thinking – yet they expect their surrogates to think for themselves, not to just parrot the thinking of uninformed constituents. It’s a conundrum – and it’s the basic weakness in the whole democratic concept.

“Dictators solve that problem by simply not trusting anybody they can’t control. So does the military. But I’m saying systems with too much control are out of control.”

“Let me come at this from another direction” Bellander said. “You guys have told me the way to stamp out OSLs and corruption is to sell the agency concept and get the OSLs to trip themselves up by inadvertently letting the public find out the truth. And that – hopefully – would slowly lead to a relatively peaceful insurrection.

“And then you explained how we can stamp out OSLs and corruption by having a strong international government with a strong police force. And now you’re off on this tangent – which I acknowledge is a valuable tangent to consider – of talking about equity, which I presume provides a measurement for making good/bad judgments about OSLs.

“So I’m asking myself – OK, if they violate their citizens’ equity they’re bad guys – but just how much violation or corruption are they allowed before the rest of the world gets tough with them? And how long do we try to hold their hands and educate them? Just what point or points or priorities are you pushing?”

“I guess we’re making all those points” Delia answered. “But we’re presenting our thinking out of context, without enough examples. We just keep doing that, don’t we!”

“We prefer the educational route, Andy, because that can provide deterrence with the least potential for bloodshed, but we’re also saying you shouldn’t hesitate to use force if you think the slow way will result in people being treated badly while you’re trying to educate the violators. Think of a family offering tough love to a recalcitrant youngster.

“Or think of a judge threatening to throw the book at somebody if they don’t heed his warning after a first offense.

“Or think of your counselor agency investigators warning the head of a bureaucracy that they’re going to mention a flaw in his implementation system in their annual report – and warning him that he’d better correct the flaw before his superiors decide he lacks competence and decide they have to make the correction for him. Remember I said that you should determine the need for ND by evaluating the time economics of the situation.

“I hope we’ve made the point that we’re not trying to change the personalities or characteristics of OSLs though. We’re trying to cause them to change their motivation – but we accept that most of them will go to the grave with their unappealing characteristics unchanged. That’s why it’s necessary to keep measuring what any law breaker is doing. It’s very difficult to change their predisposition toward violating others’ equities – but you can teach them to not actually act the way they’re inclined to act. They can learn.”

“Voters tend to ignore protecting their equity by letting their representatives do all their thinking for them” Malcolm said. “They trade equity for convenience. That’s been happening in this country from the beginning – and it could eventually lead to the end of our version of democracy, Andy. Everybody agrees that freedom is not free – but it’s more important to say that equality is not free either – and both must be fought for constantly. And the problem there is that something like 80%-90% of the population just isn’t willing to fight for such basic objectives on a consistent basis. They wait until they feel threatened before they’re willing to act – and that’s often too late, or nearly too late. And that’s poor motivational hygiene.

“So unless the country has clear objectives, Andy, you are forever asking the citizens – and expecting the officials – to try to solve problems out of context, with no clearly defined priorities and not even the majority sharing a unified perspective or a unified commitment. Once you’ve let that happen, you’ve let the system take control – and it may require radical actions for the citizens to regain lost rights relating to freedom and equality.”

“Now that fits in with what I thought I’d been hearing in terms of my project” Bellander said. “But the rest of these ideas sound pretty academic. Valuable, but academic. And sometimes a little disconnected.”

Malcolm nodded and continued. “It’s bad TE to spend equity to buy convenience – but the average citizen is too busy to try to consider every political problem and they soon begin to confuse political problems dealing with equity with run-of-the-mill problems dealing with OpSys matters. That lack of purpose reinforces their willingness to just leave everything to surrogates – which can lead to dictatorships. Political machines are examples of leaders doing all the thinking – acting as dictators – and that’s simply not good democracy either. The only way to keep the voters aware of threats to their equity is to give them control and measurement of the governing function – make them keep checking up on the results. Political machines can flourish in that environment too, you know. They just have to connect to a different power source.

“And, internationally, a consortium must be able to measure the equity or lack of equity available to the citizens of a member nation, because the loss of equity by a few begins to threaten the loss of equity by all. The consortium also needs a mechanism which allows oppressed citizens to indicate whether or not they’re satisfied with their situation. If it’s OK with them, there’s no reason for the rest of the world to step in and change the structure of that government, even if it’s a dictatorship. Continuing education is called for in those cases. But if those citizens aren’t satisfied – international law should see to it that relief is available. Immediately. It isn’t a matter of the type of government that’s being used – it’s a matter of the results that type of government is causing.

“And you can’t count on a United Nations International Criminal Tribunal to do that sort of thing – because that’s only an after-the-fact procedure. That’s not really preventive.

“But things can and do change with time – so what you need to keep checking are the effects on the equity of the people involved. People are adaptable, and if worldwide communications haven’t raised their expectations about equity – perhaps it’s best to leave their system alone until you’re able to educate them.

“But even counsels have potential weaknesses, Andy. The biggest concern is the need for the public to be able to trust their counselors. If they can’t, the voters will see the agency as just another bureaucracy surreptitiously controlled by politicians. That’s why each counsel’s reputation will have to be absolutely above reproach. There will always be philosophical disagreements on what a counsel recommends – that’s an artifact of responsional thinking – but everybody must be able to take for granted that the facts on which a counsel bases its recommendations are as unbiased as is humanly possible.”

“That sounds as if the counselors will be on Mount Olympus and the government officials are the people who have to get down in the mud and do the dirty work” Bellander said.

Malcolm grinned at him and replied “That’s actually pretty accurate. Think about it. You agreed with me that the troops on the front lines usually have a better idea of what the tactics should be than the guys back at the battlefield administration offices have – and that’s why we insist that the elected officials shouldn’t have to take the advice of the counselor agency experts, no matter how expert they’re supposed to be. Nobody ever promised you that the counselors would be 100% right, all the time.

“But as Chang is constantly pointing out – the typical politician’s idea of solving a problem or creating an initiative is to write a sales pitch, not analyze a solution. And Frank’s word for that is fool/factor. We can no longer tolerate such habits – they’re simply bad TE.

“And that’s why you always have to remember that ITND corrupts and, especially in a democracy, that corruption equates to stealing the citizens’ equality in addition to their wealth and freedom. The lex talionis didn’t go nearly that far.

“ITND is why, for instance, our group has agreed that the officers of the counsel must have absolute authority to hire and fire based on their perceptions of merit – and that, on the other hand, any member of Congress must have the power to prevent renewal of any CA employment contract, even because of a politician’s irrational whim, even without reference to merit. There must be zero tolerance for invalidity, Andy, whether real or imagined – even if the intolerance is invalid. Time will eventually compensate for that.

“Our only caveat was that the member or members of Congress would have to act openly, for the record. No secret blackballing routine. It will be up to the voters – and perhaps the other members of Congress – to punish any members of Congress who violate the spirit of the rule, but that rule will be an absolute necessity.”

“And to hell with the equity of any CA employee who’s treated unfairly?” Bellander asked.

“Yes – but probably only temporarily” Malcolm answered. “They can always find work. They could be re-hired if that member of Congress was replaced by his constituents as a rebuke to the quality of his decision-making – but the wheel should be allowed to turn full circle before such re-hirings could occur. The terms of being a contract employee at the counselor agency might seem to impinge on that employee’s sense of fairness, but that’s the way it’d have to be.

“And, I might also point out, such contract cancellations might include everybody who worked on a specific research project. This is the only place in our entire philosophy where we would tolerate a wholesale massacre like that, Andy – but the search for truth is holy, and the actual decision-makers must absolutely have the power to protect the country’s right to trust the facts whenever they think such protective action is necessary.

“The fourth C can best be a deterrent when there is no gradation in the punishment, you see. In the old west they used to say ‘We don’t hang horse thieves because a horse was stolen – we hang horse thieves so more horses won’t be stolen’. Of course where motivation is concerned that actually means the best deterrent is education – the first C – but beyond that, a change of the violator’s conduct must be guaranteed. Where the counsel is concerned, termination from within might be a devastating punishment – while termination from without might become a badge of honor. Do you see what that means?”

“I take it that having been an employee of the counsel will be a badge of honor, and that having spent a considerable length of time as an employee of the counsel might bring more honor than just about any other type of governmental service” Bellander answered.

Malcolm nodded. “But for termination to be equitable, the counsel should be required to publish why a person’s employment contract was not renewed. That might lead to a great deal of obfuscation in many cases, but it would accomplish two things. First, if the person was not as competent as had been hoped, it would help protect the business world from assuming that they were an all star just because they had once worked for the counsel. If they’re just a WOW – which would be OK for lots of jobs – a potential employer should be made aware that they’re better at selling than at figuring out answers. That’s very important, Andy, because having been employed by the counsel could turn out to be the centerpiece of any politically-inclined person’s resume in the future. It should be a great honor, and should be treated as such – but not extended blindly.”

“In other words,” Bellander said with a smile, “you shouldn’t apply for a counsel job unless you had your act together and had a lot of self confidence. I take it that would mean some pretty tough entrance exams.”

“That’s correct” Malcolm replied. “And for that same reason, if somebody’s employment contract had been terminated without just cause because of some nitwit politician’s paranoia – that politician should have his or her feet held to the fire by the voters and the news media. The politician would be on trial at the same time – the second part of the lex talionis – and if that politician is psychotic or stupid, or even merely petty, that’s something his electorate should be entitled to know. People understand and place high value on the concept of equity, even if they can’t put their feelings into words.”

“Don’t lose sight of the fact you want to attract hi-F and hi-I people to your counsel, Andy – not just hi-D/hi-I types” Delia added with a bemused smile. “The hi-Fs will tend to be more conservative than the hi-Is – without either of them knowing why – so we’ve already made the prediction that most contract cancellations would involve hi-Is.”

“This is all subjective, apparently with varying degrees of culpability” Frank added, “but if one of society’s goals is to prevent the occurrence or the recurrence of a violation – you can’t achieve that deterrence by specifying endless degrees of punishment or redress. Education is a better way to avoid transgressions in the first place – education of both the

accuser and the accused – and gradation of punishment should only be tied to lack of knowledge.”

“Except for the 15% he and Delia keep talking about” Mary said with a big grin. “That’s where your dictators will come back into this conversation, Andy. And he’ll get back to them if you stick with us long enough.”

Frank returned her grin and said “All of this, while it may seem pretty tenuous, takes us a step closer to deciding what kind of action is appropriate in situations where the idea of retaliation may not satisfy the real purpose. If the real purpose is to protect equity – then punishment and redress are just two short-term tools, and education is the longer-term tool. Once you have achieved education, unwritten laws of social ostracism and the like also apply, and those are powerful deterrents too – to at least 85% of the population.

“The first corollary implies that society should give each individual a chance to learn before it even considers enforcing ND, so only if they fail to learn should society – the ultimate system – impose punishment. That’s where the 15% – and the OSLs – come in.”

“And they’re the reason you need an international police force?” Bellander asked. “So are you doing all this theorizing just to try to establish a foundation for controlling it? On the other hand, I’ve been trying for some time now to imagine an international governmental agency with the courage to treat dictators as the criminals they may really be.

“There are always going to be officials in that international government who owe the dictator favors, or who don’t want to upset an economic situation, or who share an ethnic or religious background with him, and who’ll keep opting for the educational approach rather than the corrective approach – and let crimes go unpunished. You know – recommend the soft treatment versus the hard treatment. What good will a strong police force be in the end – especially if it has to answer to the orders of politicians?”

Frank nodded, gave him a wry smile and went on. “The fact is that the PDX of positive and negative discipline applies to the conduct of governments the same as to the conduct of individuals – so the decisions as to what ND is appropriate are not quite as subjective as I may have implied. What is required, however, is that those decisions simply must correspond to the four corollaries in each situation – whether you’re dealing with individuals or with democracies or with dictatorships. And that means that even specious accusations must be heard if the charges are brought – but the dictator can redirect the punishment toward the accusers if the charges turn out to be just crooked politics.”

“Andy” Delia said, “the first thing is to get those international politicians to agree on purposes – get them to write the laws according to specified purposes – and to make certain the public supports those purposes.

“Those become the POLs – the policies of leadership – the BB behind the authority for the police to act without intervention by those same politicians. The rules governing the

system must make clear that interpretations must be left to the courts, not to those charged with enforcement. In normal legal proceedings the prosecutor has the power to not bring charges if he feels the case is too weak – but we’re saying these prosecutors won’t have that option. If the case is too weak – the court will still have to decide whether or not the investigators have brought false or unprovable charges.

“As a matter of practical fact, you can see where there might be a few times when the investigators would overlook some possible minor charges and just issue a warning – but any accused person or group could expect more than a slap on the wrist if they were charged and convicted, so they must take warnings seriously.

“That gives the subordinate agencies like the police force the power to operate on their own, without political interference – the way the FBI should be allowed to operate – in satisfying those purposes. But subject to review, of course. But whenever a transgression did occur, the police force could automatically build a case and bring charges – and be assured there’d be action – and leave it to the international legal system to dispose of the case. It’s one thing for a politician to fix a parking ticket, you know – and quite another to risk his neck by trying to interfere with criminal charges. And the four Cs should apply.

“Here on the home front, by choosing to live in a democracy we have all agreed that we, as a group, have the right to pass laws to protect our personal equities from each other. But where the four corollaries enter the picture is where we begin to run into the concept Lexus Valley calls two/factor. That’s our word to make us remember that there may be subjective opposites as well as objective absolutes at the ends of a continuum scale – and of course I’m referring to the extent of prior knowledge.”

Talia interrupted with a chuckle. “Two/factor! You know, Andy, dualism. Good/bad, god/devil, up/down, plus/minus, hot/cold, high/low, man/woman, positive/negative, fast/slow – one god or many gods – that sort of thing. That’s another one of our whizwords. We’re still talking about how LVU’s ideas go beyond the lex talionis, even if we aren’t making the connections clear. We honor the talionic concept for the results it produced, and we take a rather simplistic view about how to treat violations – but we are a little different.”

“Right” Frank smiled. “Exactly. Governments hope that institutionalizing lists of punishments will change motivation and deter potential transgressors – but threats don’t always change Quest drives. Causing a change in motivation requires a change in perspective, which requires giving the individual the opportunity to learn – and the first corollary points that out, at least from the negative side of things. The problem is that ND, which is aimed at actions, should be applied by laws – and PD, which is aimed at attitudes, should be applied by culture and conscience.”

“Motives can and do change with time” Mary added. “The lex talionis assumed that everybody was equally informed and aware, but that’s unrealistic. If you don’t have time to educate, you have no choice but to apply ND under corollaries one, three or four. But

you should first consider both the impindor drives and the perspective which are causing the motivation. We're saying that the potential punishment should damned sure capture your attention, but you may be able to get yourself off the hook if you're able to convince the judge you didn't understand why."

Frank muttered "This isn't going very well. It's not becoming clear at all". He gestured toward the list of corollaries on the screen.

"Andy" Delia said, a slight note of exasperation adding an edge of authority to her voice, "I think I can help summarize our concept for you, then show you how we approach the matter of totalitarianism. But first let's break for lunch – because I'll have to test your patience even further with that explanation. OK?" They all nodded.

He noticed that they all made an effort to be lighthearted during lunch, but they all seemed a little preoccupied and self-conscious. There was a lot of joking about current events and considerable speculation about Senator Ridgeson's real purpose in attacking them. Nik joined them briefly, then excused himself to, as he put it, 'work on Ridgeson some more'. "I'll see you guys on the first tee" he said again as he left.

"I want you to imagine expanding spheres of influence for RLBs, Andy" Delia said, returning to her subject.

She glanced at him and he nodded.

"And I have to begin with the BB, so be patient with me. We seem to keep covering the same ground again and again – but it's the only way we know.

"An individual is first influenced by the family unit, or at least learns rules to live by mostly from adults. Their RLBs are next influenced by the cultural rules of the community. That sphere is quite different from the first though, because it challenges you to find impindor proofs in unfamiliar circumstances. That expansion of the imagination's perspective creates Quest drives ranging from fad followers to dogmatists. Young peoples' RLBs are all over the chart, and at that point it's up to society to discourage the ones which are anti-social.

"But when communities form into cities the rules have to be codified into legal systems, and strangers – not family members – have to become responsible for maintaining equity between individuals and enclaves whose RLBs are different from each other. That's where social pressure ends and legal pressure – what Frank calls institutionalized fles factor – begins. Ideally there should be no difference – but there is. And that's where today's legal systems and social customs seem to be growing further apart.

"The authority of that structure comes partly from logic and partly from the coalescence of the majority of Quest drives, so governance isn't just a matter of logic. Governance deals with people – and equality – and people are emotional animals. The fact is that

success in politics depends on appealing to Quest drives – while success in lawmaking or statesmanship should depend on appealing to logic, but those are usually influenced by Quest drives also. We’ve made all that clear, haven’t we?”

Bellander raised an eyebrow and said “I had assumed most laws in a democracy simply catered to the Quest drives of the majority – not just to rational logic – which would always mean PDX logic, not pure IPS logic. If Frank makes such a distinction, that is”.

Delia nodded. “That’s correct too – but that’s where frustration and expectation enter the picture, and since those are emotional factors, pure logic often has to take a back seat. Responsionalism took thousands of years to develop, and cognitive logic is an evolutionary factor that is just beginning to work its way up the ladder of intellection. There is always a residual addiction to acquire more Quest proofs regardless of how satisfied a person feels at the moment – so there have to be legal constraints against Quest drives transgressing on others’ equities. But if a whole society becomes frustrated – usually over economic conditions – any promise of anything that seems like a Quest proof will arouse desires and expectations, regardless of whether or not they are specifically legal. Those are things IPS users – our future leaders – must anticipate and fight against.”

“Which illustrates why you can’t lead by reacting to problems, Andy” Malcolm said. “Leaders simply can’t rely on Commcon or Op system techniques in fashioning the future.”

Delia nodded and added “Such drives generate unifying emotional objectives – which you called PDX logic – by default. For example, Hitler came to power at a time when economic problems were at their worst. He used emotional appeals to generate unity – emotional logic rather than cognitive logic. And if the emotional benefits aren’t produced, the standard reaction of those sharing the objective is to blame others and exhibit the teardown syndrome by enforcing ND.

“Chang uses a variation of that in his efforts to forecast the stock market, by the way.

“But reactivism almost always produces unintended consequences – produces unexpected frustration instead of reducing it, regardless of who is blamed. They say the most important skill in politics is to escape being blamed – but simply escaping blame doesn’t produce progress. Leadership requires courage.

“Once the fault finding starts it may become clear that change is required. And that may result in new leadership, or breaking the country into smaller pieces so each group can follow its own agenda. Or joining a new, larger system such as the United Nations – but there the problem is that with an escalation in size, the purpose and function of the organizational concept changes.”

“At this point, you have to begin making a distinction between the concepts of governing and controlling, Andy” Malcolm said. “Governance implies service, while leadership

implies controlling direction – the public must determine the direction the organization is going to go or the people will have lost control of the system. Democracy is the best way to avoid anarchy and dictatorship yet still control the organization.”

Delia nodded. “Once that happens” she said, “instead of RLBs for governing people, government is now charged with governing organizations and their systems – and everybody loses sight of the fact that those organizations are analogs of actual people.

“Each system tends to drift toward one end of the continuum or the other – either toward authoritarian non-equity-protective governmental control or anarchy, which is a non-equity-protective lack of governmental control.

“Democracy is in the middle – but its officials are chosen for their managerial or political skills, not for their leadership skills – plus politicians must often substitute shoot-from-the-hip decisions for learning curves. The public simply cannot afford to forfeit their power to such people. The three most obvious examples of that outside our own country would be the Third Reich, the Soviet Union and the People’s Republic of China. The cycle of frustration, expectation, frustration is as old as the hills – and new organizational entities always begin to take on personalities, like people – and to ignore the actual people.

“Now, as you well know, the U.N. neither controls nor governs its member nations – it tries to guide them by using accommodation and compromise. And that would be all right – except it has no singularity of perspective. The problem is that for such an organization to lead instead of just be reactive, its controllers must at least have a convergence of purposes – so it must have its own rules, its own police force and its own judicial system – that is to say it must be able to perform its own measurement and corrective activities in addition to responding to directives. Its source of power is co-aligned authority. And NATO’s attempts to provide a corollary police function have not produced satisfactory results either – for all the same reasons I’ve just mentioned.

“If it is going to provide a true international governmental service it must offer more than arbitration and reaction. But as a diplomat, Andy, you’re accustomed to trying to reach agreements between officials whose senses of purpose don’t make them willing to hand over decisions concerning their own countries to foreigners – because that represents a forfeiture of equity. The question then – and, believe me, this really is leading toward your original question about what to do about rogue dictators – is how do you get independent nations to be willing to be subservient to an international organization? How to overcome the resistance? How to get them to agree on purposes – and set up authority which can achieve those purposes? How to overcome the suspicion?

“Half the international answer to providing both equality and control of power lies in the reporting service your counselor agency concept will provide – because that will support equality. As to power, at the local levels the power resides in whoever doles out the money – the voters – but at this level the member nations are equivalent to the members

of Congress. To refuse to fund their own organization would be to shoot themselves in the foot. And we think the IPS format is the key to sorting out all the various answers.”

Bellander grinned bemusedly and said “Just getting all the facts out on the table will provide equality? I’ve given that considerable thought, but I’m not sure how – short of revolution or international intervention – that could change rogue dictators or other power oriented outfits. None of those guys will tolerate the truth – especially truth that could lead to an outside agency coming in and taking control of their domain – so they’ll all kill to try to control what gets reported, and/or hold the U.N. at arm’s length. And bureaucracies are just about as bad at avoiding the truth.

“So you’re saying an organization like the U.N. can be set up so that it is actually governing – not just providing an arbitration service between its members – and my response is that I don’t see how you can graft the leadership of the members on top of the OpSys functions of such an organization. It isn’t analogous to the U.S. being made up of a federation of member states, because the U.N. members are much more fiercely independent than our states. And the representatives don’t have anywhere near the authority that a member of Congress has.

“I don’t think it can – but now I know better than to say that.”

“I understand” Delia said with a warm smile. “It does stretch the imagination, doesn’t it? It makes a diplomat cringe at the thought of giving away some of his country’s authority to police its own affairs, doesn’t it? But it really is just like our states being willing to be part of the United States, isn’t it? It’ll just take a long time to get there.”

Bellander raised his hand slightly, but Delia said “Let me keep going.”

“If you don’t mind, let’s stop for a moment and let me see if I’ve been making the right connections among up all the things you’ve been saying” Bellander replied.

They all looked at him expectantly so he continued. “We’ve played golf several times with Nik and Chang, and they’ve been saying pretty much the same things you’re saying – but perhaps a bit more to the point.” A look of consternation crossed Delia’s face, and Talia ducked her head as she tried to hide a grin.

He turned to Frank and said “You’re saying that, in the future, you think the public will expect the law to put to death anyone who kills anyone else – with the possible exceptions of accidents or self defense – including whoever hires it done”, and Frank nodded.

“And based on my personal observations, a lot of the OSLs – the guys we usually call the strong men in backward countries – have approximately the same morals and lack of conscience as the guys in the 15% of our prison populations you describe as incorrigible. Which means to me all the international coalition would have to do would be prove those power grabbers caused one death – and that should be easy – and zip, the international

court could take them out of the picture permanently. Assuming that giving the order to kill was the equivalent of doing the killing. Right?”

Frank nodded, but seemed to be becoming visibly uncomfortable.

“But the question is not how to set up the courts in the first place – it’s how to write the laws those courts will administer? But we’re also going to a lot of trouble to explain the reasons-why that rationalize permitting government officials to have people killed – when we want to keep it verboten for anybody else to do it. Right? And we need the reporting function so the citizens can be sure they’re staying in control of the guys who are enforcing the rules and making the death decisions?”

Bellander glanced around the group but didn’t wait for an answer.

“And we’re saying that we also need the reporting function of various levels of counselor agencies to help us make more valid governmental decisions and we also need the reporting function of an international police service to help us make more valid decisions on which international leaders should live or die – or even stay in public office.

“And Nik may be right when he says God does not save garbage – if he’s defining garbage as anybody who doesn’t acknowledge and respect the equity of others, not just people who kill other people.

“So you’re going to all this trouble to explain reasons-why which rationalize why half of society shouldn’t kill the other half because they don’t respect the beliefs of those who have power. Still right? Approximately?”

Mary chuckled and replied “You’re almost cooking sonny, but you’re doing too much cooking on one burner. You’re right that that’s approximately the rationale you’d use to get rid of tyrants in the future – and that’s been the question on the diplomatic side of your mind so that’s the answer we’ve been dancing around and about – but this Quest thing is bigger than that. It’s about more than just controlling power. Our point is that once the world has the Quest question under control – they’ll have ratcheted civilization up a couple of notches and reached a whole new level of satisfaction for humanity in general. Are you seeing that happening too?”

Bellander started to reply, but Delia interceded and said “The need for police and armies seems to place the emphasis on ND, Andy, but as you pointed out they should only be needed to control what we’ve been calling the 15% of the world population who tend to cause the trouble. The problem is that that 15% of the world population represents about 900 million people who are reacting to some form of Quest drive frustration. And just trying to escape from frustration doesn’t define you as an incorrigible criminal.

“We’re not suggesting Quest drive cleansing in the future that’s the equivalent of ethnic cleansing today – and we’re definitely not suggesting that this 15% of the general

population is the same as the 15% of the prison population who other prisoners describe as incorrigible. We're simply saying that we need to do a better job of educating the general population – and especially that part of that group who aren't thinking clearly.

“But in the end we don't want the emphasis on ND anyway – we want it on PD. That's where your agency's ability to investigate and provide operating information will become so exceedingly valuable. Especially in the beginning. You can trust the innate logic of the human mind, but you also have to have a political system which answers to that logic – not to leaders' Quest drives. That's all we've been trying to say. And what I was trying to suggest is that trust in such a reporting system will be what makes thoughtful countries – and people – willing to participate in an international government.

“No one state is willing to make itself subordinate to another state, but it's willing to consider other states its equal – provided they're all subject to the same rules and measurements.

“We need to start out with the U.S. in order to use the counselor agency concept as a model. We accept, of course, that at first it will have to function in a responsional world – and that may be the case for a century or so. That means that the second part of your concept, the investigative and reporting part, will be far more influential than the objective-setting part. At first, at least – during the major educational push.

“You could also say that during that period all nations will be slowly trying to get their houses in order, trying to catch up on correcting kinks in their systems as the investigators begin to publish facts and bring policies into clearer perspectives. Many of the initiatives during that time will relate to the corrective actions being taken – and that'll inadvertently seem to place the emphasis on ND during the transition from dependence on OSL leaders to reliance on public control. But we think that will eventually pass.

“So there'll be a threshold to cross – the threshold between using force and using positive discipline – and it may take a long time to get there. In the meantime there'll still be tyrants and class hatreds and ethnic hatreds and corruption and internecine warfare – and general frustration that groups don't know how to cope with – all the things you're concerned about. But ideally, Andy, 300 years from now we'll have an international police force – and an international army to back them up – which will be unobtrusively going about their highly specialized business of protecting the public only from the people Frank has been calling the incorrigibles. The group we've been referring to as the 15% will continue to be born, but the greater emphasis on positive discipline may very well shrink the size of that group to less than 1% of the total population – still much larger than those we've been calling the totally incorrigible group, but much more easily controlled by the policing function.

“And none of that includes the investigative reporters from the various CAs – who will be doing their own reporting on governmental performance, which may include criminality.

“The catalyst which’ll keep it all from staying a police-authority-oriented system will be in the various counsels’ analyses of BB causes behind frustrations. I grant that it may be hard to visualize that activity from our current place in history, but as the public learns to take their counselor agencies’ recommendations seriously, they will begin to learn to pick out initiatives which can lead to frustration-free progress. Put simply, they will have to learn that living free means keeping control of the decision-making as well as keeping control of the guys with the weapons. Good leadership decisions can avoid most of the need for negative discipline. Plus – and this is something we haven’t been saying often enough – the surrogates will find that the agency’s workup services are a godsend toward minimizing the inevitable arguments which will probably go on forever. Definition is everything.”

Malcolm smiled at her, gestured and said “I want to clear up something I think I saw in the reports of your earlier meetings, Andy. Perhaps I misread it – but I thought you may have been given the idea that your CA will have to spend as much as several years sorting through our government’s previous initiatives and defining the purposes and objectives for each of them. Am I correct on that?”

“That’s my understanding” Bellander answered.

“That’s a bit extreme” Malcolm said. “A foundation like that will eventually be needed, but the database need not include all the old OpSys activities at the beginning. As a matter of fact, you can disregard earlier implementation activities for a few years, because as you build lists of clearly defined leadership purposes and objectives, a lot of readjustments of OpSys objectives, strategies and tactics will occur automatically. You needn’t bother analyzing the OpSys Ps-&-Os until you’ve done the core Ps-&-Os – the statements of leadership – because that’d just clutter up the decision tree with extraneous details. What I’m actually saying is that much of what might at first pass for political initiative in the new format will be tactical – and occasionally strategic – but you won’t have to go back and examine all of our governmental history in order to get started.

“Your counselor agency can, and should be, future oriented. Right from the start. I know I’ve made statements to you which belittled people who, as I put it – haven’t read the minutes from the previous meetings – but that applies to OpSys more than it does to IPS.

“We want the basic success stories coming out of the U.S. to motivate other countries to adopt the same sort of counselor recommendation-and-reporting systems for themselves. The public will tend to be dubious about the validity of those reports because they’re conditioned to be suspicious of government-originated information in general – so we must establish the agency’s value for the future and not dwell on the past. In the meantime, as Delia mentioned, the agency’s workup services will make it possible for the political leaders to begin to act like statesmen instead of mere politicians.

“The international reporting system would have the cloud of possible misrepresentation and corruption hanging over it – and that’s why the world government coalition must have

your proven system to copy. Each CA system must be above all suspicion – and its operatives must answer to an SOP, not just to political manipulators.”

“Hon” Talia said, “there’s something else I think we can tell you about how we think groups of people should be put on trial for violations of international law.”

“Listen to this!” Mary exclaimed. “Now she’s calling him honey. Right in front of us. Why be so formal? Why don’t you call him cutey-face? I’ll bet that’s what you call him when you two are alone.”

“Shush!” Talia said, giving Mary a mock blow on the arm.

Returning her attention to Bellander, she said “They touched on it when they were talking about a member of Congress terminating a CA staff member’s job. On the international scene we think there should be both a legal trial and a PR trial if the international police bring charges – with the PR trial held only if a guilty verdict is reached in the legal trial. In the PR trial, every victim whose story could be confirmed would be given the right to testify as to their experience, and their testimony supported by visual documentation if possible. Now that would be the opposite of a talionic trial, you see, because it would place the emphasis on emotion, not just on facts and statistics – and it wouldn’t necessarily be directly connected to the punishment. It would be educational, if you see what I mean. To the world.

“Any time you have atrocities you’re going to have to have a lot of perpetrators who will claim that they were just following orders out of fear for their personal safety. A summary of the evidence against each of them would be presented, but the testimony of the witnesses – presented on worldwide TV – would be more damning than the itemized proof itself. Their universal punishment would be dishonor, regardless of the charges. And one purpose of that would be to discourage fellow travelers from making heroes of them.

“And you can be certain the TV networks will carry those PR trials, because they would have a terrific sensationalistic appeal that would help attract audiences.

“Most people would think twice about whether they wanted to risk having their family honor stigmatized for life, Andy – that’s certainly not a Quest goal – and that risk would cause a certain amount of rebellion in the ranks before the atrocities ever took place. Not many people will want to be martyrs for a dishonorable cause, you see. That’d result in a major loss of social equity.”

Malcolm nodded and said “That will work – if the public could be certain the charges and the proof behind them were valid, Andy. Both a counselor agency’s reporters and the international police investigators would be under suspicion at first, but once the public found they could be trusted, such trials would become the ultimate first C example – assuming, of course, that false accusers were put on trial too. People are accustomed to

seeing attorneys twist the facts in order to sway decisions one way or another way, and suspicious of political propaganda and disinformation – so there'd be skepticism for a few decades – but such PR trials would eventually be trusted and taken for granted. That might be all the punishment you'd have to mete out to people who claimed they were merely following orders.”

“We haven't been able to think of a name for such a trial yet” Talia said, “but we think it should probably have the word ‘equity’ in the name somehow. They'll undoubtedly give it a special name some day.”

Malcolm nodded again and said “To go back to the reporting function, Andy, keep in mind no reporters would have the power to tell the leaders of member nations what to do – only the power to report on what they're doing or the effects they're causing – and the false accuser rule should apply to the IPS reporters as well as the police reporters. On the other hand, no politico should be allowed to play editor and decide what charges should be heard and what charges should be dismissed. Charges, once filed, would have to follow due process in either system.

“What may look like a gray area of whether to bring charges or not – by the policing group – would be compensated for by the reports of the CA groups. The CA investigators are the ones who would probably issue the warnings – but you can imagine how a dictator would feel if the policing group started investigating him.

“What that CA reporting function is intended to do is put operating information into the hands of the citizens whose taxes are providing the money for all the governmental hierarchies – give citizens the power to move officials in or out of office as a result, all up and down the line. Information is power – and lack of information is weakness.

“Failure to subscribe to the ICCA service – the international coalition counselor agency's service – would raise the suspicion that a country's political regime has something to hide of course. Oh, there'll be resistance, Andy. For many years. You're right on that. Especially from the authoritarian and totalitarian systems. That's a given – but gradually they'll join, and gradually the ICCA reports about such countries will begin to show deviations between what a country's own reporting service claims it's accomplishing and the reality of what it is actually accomplishing, and that'll be grounds for an internal political revolt – or intervention by the international coalition itself. And if those reports cause the policing group to move in – there'd be no place on earth where a tyrant could run and hide. Nik describes that scenario a bit more graphically, if you see what I mean.

“And keep in mind also that any self-respecting man or woman who is actually trying to provide leadership to their country will want to know that kind of information as much as the citizens of that country will. The goal is not to place blame – the goal is to produce benefits and progress.

“Give it time” he said with a smile of satisfaction. “And at that point we – and I actually mean the world – will be able to move on to the much more important matter of beginning to commit to unified international objectives and peaceful progress. They’ll take baby steps at first, but they’ll learn to walk. Then run.

“And gradually the more important role of the ICCA will come into being – that of suggester of coordinated international efforts. But the ICCA cannot give orders to the nations it serves – there must never be doubt about that – just as our own CA should not be able to tell the government what to do. That’s a violation of equity. If the members of Congress want to argue with our governors over states rights – that’s a political matter which the CA should leave up to the elected officials and their constituents to sort out. And the same would be true on an international basis.

“The goal is not to have a U.N. or some similar organization tell members what to do – so long as they were not in violation of the laws. The ICCA should report on how well various member governments are performing, and it should help keep the peace between such governmental units – but the ICCA should not have the power to command that its investigative personnel be supported by an international army. Only the Council of Justice should have the power to back up its custodial police with the army.

“Our goal is to get people to think for themselves, and we think the role of the coalition should be to teach people how to catch fish – plus, to extend the analogy, stop fights over who gets which fishing spots, plus applaud and publicize whoever is using the most successful techniques, plus enforce negative discipline on those who try to diminish the equity of any part of the world’s population.

“But that’s all part of Phase Two, Andy. You won’t have to cover it in your speech. But both Phase One and Phase Two will function best by trying to get people to imagine how a given situation might apply to them. And that obviously means the heuristic approach.

“I just love the way Mary does that in the speeches she gives to school kids” he said as he gave her a big smile. “She tells the kids that every time they see a vacant lot they should imagine what it would be like if some day there was a statue of them standing there. Then she asks what they’d have to do with their life to make their neighbors want to build a statue of them in the first place. Then she repeats it two or three more times, and when those kids leave the room you can just see in their faces that she’s gotten them to think about how they’re going to conduct themselves in the future.”

Bellander and Mary exchanged winks, and then he said “So the investigative reporters of the international counsel will be paralleled by the equivalent of police detectives? Couldn’t the two be combined into something like the CIA?”

“Good heavens!” Talia gasped. “Don’t ever let Dad hear you saying something like that!”

“Don’t let Dad hear what?” Nik roared as he entered the lyceum, brandishing a newspaper like a baton. Then he grinned and said “Something like what?” in a friendlier voice.

“We were talking about the need to have an international reporting service, dear” Delia replied, “and we were just getting around to talking about controlling an international police force – when Andrew, jokingly I’m sure, asked if the international police should be combined with the CIA. We weren’t serious.”

Nik gave her a warm smile and said “I’m calm. I’m calm. About that, anyway.”

He turned to Bellander, waved his newspaper and said “I got Ridgeson to agree to come out here next Thursday – and I even got him to agree to bring along his buddy, the guy who claims his name is Smith when it’s really Jacobs – you know, the guy who runs the Federation for the Protection of America. And Ridgeson wasn’t as belligerent in the paper today.”

“That’s marvelous, dear” Delia said, with a warm smile.

“Smith agreed to come along?” Malcolm mused. “I can’t imagine him coming out of his lair and onto somebody else’s turf. I thought he just stayed in that fortress of theirs and tried to manipulate the news media. How do you read that, Andy?”

“Depends on what Nik told them, I guess. What did you say?” Bellander asked.

“Well, I told Ridgeson we weren’t subversives” Nik replied, “and that we could prove it. Then I told him that if our ideas proved out it would mean that the Congress would get a big increase in power and a much stronger voice in the country’s leadership. That got his attention. He liked that. And then I told him that it might also lead to an increase in state’s rights – and that he ought to bring Smith along to check it out for himself. That’s one of the FPA’s hot buttons, you know. He seemed a little surprised that I added Smith to the invitation, but when he called back they had both agreed to come. I also got some heavyweight friends to talk to him, and that helped too.”

“That was a very good move” Bellander said. “From what I’ve been told about the FPA, they’d be very interested in anything that took power away from Washington. My guess is that getting more power back into the hands of the states would support their strategy of trying to divide and conquer in order to neutralize the bureaucracies – and they seem to be against all kinds of bureaucracies. Very adroit, Nik. That’s excellent salesmanship.

“As a matter of fact, I’m sort of curious about the FPA. Not that I go along with the methods they seem to try to use. They’re forever throwing gasoline on little fires and trying to exaggerate symptoms so as to keep things stirred up – but there may be a chance that they’re really more interested in helping a good cause than in just grabbing power for themselves. I don’t know that much about them.”

“Well, I checked them out a little more myself” Nik said. “Jacobs was quite a firebrand when he was in the Army. Got disciplined a couple of times for seriously overstepping his authority during some of our so-called little peacetime skirmishes. And he’s surrounded himself with ex-military guys who have occasionally run afoul of the law and the news media in their organizing and fund raising efforts. The news media is convinced the FPA provides weapons and money to support foreign revolutions. And by the way, they’ve collected enough contributions over the years to buy a country of their own.

“But they apparently got much of their reputation for violence from the means some of their own fringe groups have used to keep organized crime types from infiltrating and getting their hands into their big war chest. Three or four wise guys have just simply disappeared. Anyway, Joseph Jacobs now calls himself Joseph Smith. He keeps a low personal profile. The really interesting thing about him, though, is that some of the people I thought would be his sworn enemies gave him high marks for the way he’s run the FPA the last few years. He’s using more than just money to gain influence – he’s providing thinktank research – although nobody seems to turn down his money either. The FPA has gotten semi-respectable, especially among the more seasoned politicians.

“So Ridgeson isn’t the only member of Congress where they have influence. Ridgeson, as you know, got into the peacetime Navy, but for only one brief hitch. Never did anything – was on an admiral’s staff at the Pentagon. But he apparently imagines that his relationship with the FPA gives a big boost to his claims of being a military expert. Comedit, add that to the bio.”

“So the net net is that they’ve kept themselves relatively immune to negative discipline” Talia said. Nik nodded. “I’m still very suspicious” she added.

“You should be” Nik replied, then gazed at the ceiling. “I’ve read some to the things Smith got himself arrested for in college, and it sounded to me like the same sort of stuff our headstrong daughter also tried to get herself arrested for back in the old days.” He turned to Bellander and said “She got that from her mother’s side of the family.”

“Don’t sell yourself short” Delia replied. “One of the things that attracted me to you was your silly police record. Remember how I thought you were daring – but a little bit stupid? That’s how I knew I could control you.”

Nik grinned and shrugged, then said “I actually think we can give them the benefit of the doubt for the moment. They might even be useful in Phase Two. It’ll have to start somewhere. How much have we told you about Phase Two, Andy?”

“Quite a bit – and not very much” Bellander replied. “I know a lot of the things that’ll go into it, and I know it’ll go on for a long time – but I’m not too sure I understand just how it’ll be structured.”

“Well” Nik said, “I can see where lack of information on that may be making you at least a little skeptical about this whole thing – making you wonder if your project is as legit as we keep claiming it is. Your question about the CIA is a good starting point for expanding on that subject. She was right in warning you not to get me started on the CIA.” He grinned broadly at his daughter, then turned serious and continued.

“You’re probably too young to remember, Andy, but the CIA started out as the Office of Strategic Services in World War II, and their general mission was to act as disrupters. And one of the best ways to do that of course was to get secret information on what the enemy was going to do. But the old OSS was also very active in what today we call the dirty tricks department. Those were valuable tactics during a war, you know – but they’ve carried over that part of the operation into what they’re doing today, and they’re just plain wrong about retaining that part of their original mission. Today they should just be investigators, not instigators! Just investigators. By no stretch of the imagination should they be allowed to act as disrupters during peacetime! We need to keep ’em out of politics!

“And as to that international army, it should answer to the General Council at the U.N., or to the Council of Justice, whatever we’re going to call the legal arm of that coalition outfit – but definitely not to some great poobah of a military tribunal. That’s going to be a big problem for us in Phase Two, because they’ll have to figure out the authority structure, the financing, the training, the basing – all the stuff that goes with having an army. And if the generals are told to take action, there should be no doubt in their minds what their objective is – and no politicians should be able to interfere or water-down the goals. The problem there, you see, is that they’ll also have to provide a restricted police force as well as an army – and those two ideas are quite separate. And you know that each of the member nations will want to keep their own armies too at first, mostly because of paranoia about their neighbors – but out of fear of the coalition’s army too.

“That whole package’ll be a tough sell, especially when we add the idea of having a U.N. reporting service – which will be compared to everything from the CIA to the SS thugs of the Third Reich. The idea of having honesty in government will sound pretty dangerous to every politician on the face of the earth. This is all radical stuff, Andy. Really radical.

“First of all we’ll have to beef up the world court and make sure to maintain the separation of powers.

“But in the big picture a U.N. policing dynamic would be no different from allowing each city to have its own police force, and each county to have its own sheriff, and each state to have its state troopers, and the feds to have their marshals and their Secret Service and their FBI. So long as each level of government serves its own constituency it’s OK for them to have their own law enforcement agencies. In fact, it’s an absolute necessity – because if you put all those budgets into one kitty, you put too much power into one group. Whoever controls the money controls the power, you know. Don’t forget that.

“The idea of a U.N. army is altogether different, however. That’ll require focused power being controlled by diffused power – and that’s never worked before – and getting those eighty gazillion factions of diffused power to agree will take one hell of a selling effort at the beginning. Purposes and objectives, purposes and objectives, purposes and objectives, over and over – which is why we need you to do such a good selling job on why everybody should begin using the IPS format.

“What we’ll have to do is make certain to draw the line between local and international law enforcement because international law has to apply to governmental entities, not to individuals – except for amputation of an occasional OSL. That’s where the U.N. army comes in. We’ll have to draw up international laws that protect human rights but don’t intrude on each enclave’s right to make up its own rules. Plus we’ll have to draw up international laws that apply to standards of equity within the member nations, and that’s where the U.N. police force will come in. I know that sounds bassackwards, Andy, but that’s the way it would be. The police will do the investigating and bring the charges and take the culprits into custody if the court says to do that – and the army would only be around in case a firefight started – or was needed.

“Does that sound right?” he asked his wife, who smiled and nodded her head slightly.

“He’s saying the same thing we’ve said, Andy” Delia added, “that a law enforcement agency is like a parent, and the entities it serves should be thought of as children. As long as the kids don’t do things that hurt other people, they should – must – be allowed to live their own lives, even if the parent doesn’t always agree with what they’re doing. Anything beyond that would mean the parent was over-controlling – which can result in weird Quest patterns. And since governmental organizations govern other governmental organizations, that’s where the policing function would apply. The investigators would call the attention of the courts to some infraction or another, an investigation would be followed by charges, and that sort of matter would go before an international court.”

“Plus the PR trial thing!” Nik said enthusiastically. “I really like that one. Have they told you about that, Andy?”

Bellander smiled and nodded.

Nik continued enthusiastically. “The U.N. army, however, would be a fourth C force, Andy, charged with protecting the rights of the human individuals for which those national governmental organizations are analogs. The whole purpose of the U.N. – or whatever they call the new outfit – would be to protect the rights of all the individuals in the world, and the purpose of its army would be to protect human rights, not just to merely settle arguments over boundaries and policies between organizational units. You’d definitely need an army for those situations where fines and sanctions weren’t causing the changes the court commanded. You’d have to rely on strong ND for that. Very strong ND.

“The way to keep things from escalating to that level is – in the end – to establish democracies in every country, and to keep all the voters of the world educated and well informed and vigilant about what their surrogate officials were doing in their names. Both the local stuff and the international stuff. How’d we describe all that when we did our own workup?”

“Oh yeah, we said we’d fight like hell to get the public to specify the purposes, and then get the officials to specify the objectives, and then we’d hold the officials’ feet to the fire by making sure the public knew how well they were doing. Now I’m talking about real simple objective attainment reports, Andy – like giving a thumbs up sign for satisfactory progress and a thumbs down sign for unsatisfactory progress, or maybe using a one-to-five rating system. If the officials didn’t get a thumbs up rating or at least a three rating, or some such simple indicator, they’d know they needed to crack the whip on their OpSys people – or lose their high-perk jobs.”

“What we’ve been saying is that Phase Two will have to address the problems that arise during that long period between where we are today and where we want to be in the distant future, Andy” Malcolm added. “And the most basic factor in analyzing those problem IIDs will be the impacts on the citizens’ equities.”

“Anyway” Nik continued, “if you start using an army to enforce local laws you open the door for someone at the top to start abusing their power. The concept of posse comitatus says that the local sheriff has the power to deputize a posse to help him in an unusual situation – but it doesn’t say that a bunch of politicians, off in the distance, should have the power to call out the army to enforce local laws. There have to be clear lines of distinction between enforcing local and national and international laws. And that army would be a super SWAT team – not patrolling the streets, but always on call. It goes back to the immunity to discipline thing. I guess you’re got all that figured out already. Right?”

Bellander nodded. “I think so” he said.

Nik smiled. “So what I’m saying is that the U.N. should have an elite military force, ready to go into some OSL territory and take power away from them if they’re being oppressive to any of their citizens or if they’re building up their military beyond what’s reasonable to keep the local peace. There’s really no way to justify a national army as a peace keeping force if you have an international force ready to do the same thing, of course – so national armies would have to become less and less important. But trust is like power – they both must be earned.

“Now I admit that what I’m calling a small army would actually be a pretty big outfit, because you’d have to have outposts spotted all around the world. Think of it as being a couple dozen large copies of the French Foreign Legion, if you will – each with its own base of operations. Technology would give them the firepower to wipe out local armies, but that won’t be what a U.N. army would be fighting in the future. They’d mostly be

fighting with small bands of fanatics – guys who hide among the innocent populations so you can't take them out with a single atomic bomb. That's why you'd need the U.N. police – to act as target spotters – but you never want it to get to get beyond that point. You want investigators, not instigators.

“As you know, Andy, the most common cause of trouble is between factions inside a country – not fights between nations. It's not always a fight against authority, either, and sometimes it's disagreements too big for the authorities to referee – religion or philosophy or old territorial beefs. Minorities turn into fanatics when they're driven by the courage of their convictions – and that's where you have to bring in the unbiased third parties to make the decisions. Then if they won't accept the third party decisions, the fourth C applies. We're not just talking about bad government, we're talking about intrusions on equities – maybe where criminals get more power than the authorities, but more often where competing religions or philosophies or ideologies have gotten out of hand. And the first thing you've gotta do is throw cold water on the instigators, to calm down the emotions.

“And if the dissenters want to break away and start their own nation, they'll have to agree to pay for the land they take over. No more of this stuff where the big boys just decide that people who've been living on a certain piece of land for a century or two have to just give it up and move out – lock, stock and barrel. No, sir! You don't violate one party's equity just to calm another party down. That's never worked – and still won't.

“Irresponsible power groups are usually driven by megalomania or paranoia or plain old fashioned dogmatism, and those're the kinds of guys whose Quest drives make them want a military force to function like their own private police force. Those are the kinds of problems that should be nipped in the bud by a U.N. police and judicial system. I know, I know, that sounds like Big Brother is watching. Or maybe we should call it Big Daddy.”

“Like hell you will” Mary growled. “We've already decided the code name for the all this is going to be Big Momma! And it'll be big on tough love, but not whips and pistols.”

Nik laughed uproariously. “Does that give you a glimpse of the future, Andy? You and I are going to have to work like hell just to have an equal say in all this.”

“Well” Bellander said, “I wouldn't have any objection to calling it that – if it comes to that – but my problem is that I'm still not quite sure I could sell the world on having that much power in an outfit like the U.N.”

Everyone in the group smiled at him, and Nik answered.

“That's Phase Two, Andy. You're just in charge of Phase One. In any event the U.N. – or whatever they'll call it – should have the authority to call for volunteers to help its elite group of law enforcement people. Hire well paid mercenaries if you will. And the penalty for intentionally killing a peace keeper or a member of the posse on official duty should be

death – and death for the guys who gave the orders or even pretended to have the power to give the orders. Peace keepers shouldn't be expected to risk their lives. That's what the computer guys call a default – an absolute.

“Most importantly though, the political reporting service should not only be totally separate from those elite police and army functions – it should be treated as holy, because it will be the seeker of truth. So should the police reporting service of course, but I'm afraid it'll be a little more subject to corruption because it's easier for an individual to buy a cover-up than it is for a country to buy a cover-up. But that's the reason you need the two types of reporting service – so one can report on the other if it becomes necessary.”

“What I've been hearing sounded like the legal reporting group and the political reporting group should be one and the same” Bellander replied. “In my imagination at least.”

“They both should have the power to report on misuse of force or abuse of equity” Nik answered, “but you've gotta keep them separated so you'll have somebody to report on the elite military group or the international police if they abuse the groups they're supposed to have the power to discipline. That's the implied warranty thing. And vice versa, you need somebody who can blow the whistle on the CA guys if they get too cozy with the politicians.”

He looked at the group inquiringly, then said “Wasn't that the way we set it up?”

“Yes it was, dear” Delia answered. “We just hadn't discussed it before today.”

Nik nodded in satisfaction and continued. “And if any CA reporter is killed, an absolute requirement in the future would be that everybody – and I mean everybody, including the damned army, if necessary – would be called on to make a maximum effort to capture the killers. That'd be response rule number one. Never, ever, kill a reporter. Or a cop. But the army'd have to make a maximum effort to bring them to trial – not just shoot them in the field – because there's always the chance they'd capture the wrong guy.

“Which means that the U.N. army must be the protector of the truth as well as of the individual citizens – because the truth must belong to, and must not be kept hidden from, the masses. Making the true facts available to the decision makers will be the most precious commodity available in the world of the future, Andy – and I mean to all individuals, not just to their big shot surrogate decision makers.

“Considering that a corrupt leader seldom wants the facts to come out, and would probably be willing to do anything to keep the reporters from discovering those facts, the reporters should probably work as four- or five-man teams.”

“Four- or five-woman teams” Mary interjected. “Women are better at sniffing out the truth than men are. His point is that there is safety in numbers Andy, not that we need a male dominated investigator service. This is the Big Momma system, and while men

would be allowed to help enforce the fourth C – we’re not talking about an iron fisted reporting operation. We need sweet talking smoozers more than we need tough talking boozers. At least as many political mistakes are caused by stupidity as by cupidity, but in either case women are better at getting to the root of such things.”

Nik groaned and replied “You women have no idea what we guys talk about when we’re together, and history has proven that that’s why we’d need more male investigators than female investigators.”

He looked at Bellander again and said “And now you see that the reporting function will be far more important than all the ND functions combined? And do you see why we had to wait for all the electronic technology to grow up before we could propose this stuff?”

Bellander nodded, smiled and said “That does seem obvious – now”.

“So you agree that in Phase Two the reporting function would be more important than the objective-setting function I told you was the goal of Phase One?”

Bellander nodded again and said “Delia just explained how the setting of objectives would follow naturally as member nations began to get the facts and get things into a better perspective. Yes. And I can see why dictators would want to kill or corrupt the U.N. reporters, so that would have to be considered an inexcusable crime.

“You’re setting quite a task for that police force though. It sounds to me as if they wouldn’t be allowed to act unless the detectives convinced the General Council or the Ministry of Justice, or somebody, that action was needed. Plus you’re saying the so-called elite army might essentially be permanently confined to barracks unless a reporter was killed or the court ordered some OSL removed from office. Did I hear you right?”

“Yes, that’s about right” Frank replied. “They’d represent corollaries one, two and three – and backup for corollary four.”

Bellander glanced around the group and then said “Do you really believe an organization like the United Nations can do all the stuff you’re describing?”

“Oh good God, no – at least not in its present configuration” Nik replied. “It’s not set up to perform governmental services. It doesn’t have what I’d call a real legal system, very little direct enforcement power – just ad hoc posses – no real implementation mechanism. The representatives are mostly just sinecures who get paid to posture and live high on the hog – people whose primary interest is staying in good with the guys who gave them their jobs. Most of what passes for statesmanship is just gamesmanship over controlling whatever power floats by from time to time. Mostly CYA stuff if the truth be known.

“Well, wait – that’s not really fair. There are some damned good people at the U.N., but the whole concept is built on accommodation, conciliation and arbitration, not on

providing leadership. That's got to be modified. But we can't give them the power to trample on states' rights either.

"It has to be set up as an administrative system designed to protect the rights of the people, but it can't be allowed to tell people how they should go about enjoying those rights. The primary ND for keeping it in line is for the member states to stop paying their taxes – their membership dues. You see, Andy, once you start trying to pay all those infrastructure costs like performing administration, maintaining a court system, maintaining a police force, et cetera, et cetera – you'd need heavy taxes on every member. That'll probably be the biggest strategic stumbling block of all for Phase Two to get this thing sold. They'll need to re-structure so they can get their costs in line, but in any event it wouldn't be cheap – and it'd have to be the very model of efficiency."

"And Chang insists that all World Bank deals should be exposed to the same reporting scrutiny as the U.N. member nations" Talia said, "which will put another fly in the ointment. There are too many silly, cozy and crooked deals going on already. That's got to be stopped. He wants feedback from the auditors to be made public, and he wants them to have the same protection as the reporter group. He wants elective charity to be called charity instead of pretending it's a loan."

"To return to your project for a moment, Andy" Malcolm said, "Chang estimates that if we could wring all the inefficiency out of our own government we could reduce our federal budget by almost a third. That's not an indictment of the people now running the government, you understand – it's an indictment of the system we're making our people use – and it's an enormous amount of money."

"And if you eliminate the save-us-from-the-rest-of-the-world part of our defense budget, you've got another enormous amount of money that could be applied to improving the lives of our ordinary citizens. We certainly wouldn't eliminate the entire defense budget, of course, because we'd transfer part of that over to the new equivalent of the U.N. What he's saying is that we could make the rest of the world share a major part of our defense investment once we were certain the U.N. could provide the defense dynamic we feel we need. The Pentagon and the veterans' groups would never stand still for that kind of proposal at this point in history, of course – but it will come, some day, once the taxpayers are assured they know exactly what their tax money is being used for."

"And you could be certain the costs for fancy weapons would eventually go sky high too, once we got around to having only the one military system to sell them to – and the pork barrel shenanigans that'll cause will really blow your mind!"

"The net net is that the cost of belonging to the U.N. would go up for most countries – but internal efficiencies they gained from the reporting service would probably generate a lot more new wealth than they'd have to pay in increased membership dues."

“It’s a two/factor thing, Andy” Mary said. “Visualize a bell curve. At one end of the continuum 15% of the world population may be acting like saints at any given time, and at the other end 15% may be acting like devils. So, obviously, you should aim the law at the devils. But the 70% in the middle can be influenced either way according to what they’ve learned through heuristic osmosis, and that’s where education is going to become really important. If you let the streets teach them you may end up with 75% confirmed devils and if you help them to learn you may end up with 1% confirmed devils. And the size of that army and that police force might go up or down as changes occurred.

“The political reporting service is aimed at benefiting 100% of the people, while the legal system and the peace keeping system are actually aimed at the devil groups – which’ll get smaller as time goes by – unless fanatics are allowed to preach that the only way to make changes is through the use of force. Activists should be allowed to recommend whatever changes they think are needed, but they shouldn’t be allowed to try to cause change the way Hitler did it.”

“I’m beginning to see a newer picture as far as time is concerned” Bellander said. “This whole thing is really a very long range concept, isn’t it? I was saying that some things would take centuries, but I was saying it more as a figure of speech rather than an actual estimate.”

“It is, indeed, my dear” Delia said, and the melodious tone had returned to her voice.

“Now let me bring you back to the lex Lexus and the four Cs. I’m not certain we’ve made ourselves clear on our position. Instead of variable ND we now believe in fixed penalties and variable time frames in which to clear your vulnerability. In other words we’ve maintained the sternness of the lex talionis, but we’re looking at it from quite a different point of view.”

“You’re saying that the penalty for stealing a loaf of bread is to have your hand cut off, but you can plead extenuating motivation and perhaps escape that penalty – except for your time in prison while you were pleading your case?” Bellander asked.

“Partially – but motivation is not always mitigation. We only allow lack of knowledge as mitigation in every case. Stealing bread to help poor people is not the same as trying to save your family, because there are other options. That’s how we came to realize the reporting system was so important, at every level, because of the need for evaluation – because nations can be treated like people, and the same PDX applies to all. But we’re no longer willing to let a person – especially a leader – continue to commit violations of laws. In other words the lex Lexus now places a great deal more emphasis on prevention of motivation – through education – than just on prevention of actions.”

“Now we say grow or die” Mary added. “This point of view takes some getting used to, Andy – it’s not what any of us were conditioned to believe – and the fact is that this POV

puts more weight on the evaluation function than we quite know how to handle at the moment, but the PDX does seem to make sense.

“Anytime you use various degrees of punishment, that can mean a transgressor might get off with a slap on the wrist and a walkaway – and no learning – which is equivalent to enforcing positive discipline. This way if you commit a capital offense you’ll get charged, and if convicted you’ll go to jail, and then you’ll be offered help and then you’ll be tested. If you can pass the test and get yourself out in one month, OK – but you’d better pass the test within the grace period or you’re facing an absolute punishment. That removes ‘ignorance of your ignorance’ as an excuse, for either a common citizen or a dictator – but under this system the cost of opting not to die can turn out to be of much greater TE benefit to a society – or to a league of nations.”

“I think you guys are all mixed up – or you’ve got me mixed up” Bellander replied. “On the one hand you’re saying the punishment shouldn’t exceed the crime, and on the other hand you’re saying that all capital crimes should face the death punishment. But you’re saying that proving you’ve changed your perspective can get you off the death list?”

Delia nodded and gave him a long, serious look. “What we haven’t been discussing, Andy, is the redress system that goes along with the concept of equity. It’s too complicated to go into in detail right now – but it has to do with time economics and the measurement of loss of personal equity. Let me just summarize it by saying that if you transgress on someone else’s equity, you should redress them in the amount of lost time you have caused them. That may sound acceptable at first – but it can turn out to be a very, very large figure if you factor in the loss of potential that a death can cause. On the one hand that can turn you into the servant of the victim’s family for years as you pay off the redress judgment – but on the other hand your option is death – and could still be death if you failed to work off your debt as ordered. There would be a third option – forgiveness by the victim – but if you transgressed against a second victim it would counted as a total failure to adjust, and probably allow no appeal.

“That is very complex as it applies to individuals – and almost unfathomable as it would apply to the leader of a country, where the crime was against dozens, or hundreds, or even thousands of victims. Our summary is simple, however – under Lexus law, a government official convicted of major transgressions against the equities of citizens would just be put to death, and we’d go on to the next case. Even a jailhouse lawyer could understand that. The public would never buy that approach, of course, so it’s just theoretical.”

“I think I know what you’re asking, hon” Talia said, “because I know what you’ve heard and haven’t heard – and they’re all assuming you’ve been told more than you have been. What they first came up with was graduated punishments – the same as we have now – but with a cutoff point at approximately five years. You might be sentenced to one year, or two or three or four, and be able to get yourself paroled back into society with a little careful study. But if you commit a violent crime, or are given a sentence of at least five

years for whatever reason – you’re on the potential death list. Once a judge tagged you with that five-year marker you’d be on very, very thin ice – short TE, they called it.

“On the other hand, a kid that stole a horse to ride to town to get the doctor for his sick mother would probably be forgiven and not judged to have transgressed on the equity of the horse’s owner – so they wouldn’t hang a horse thief in every case. In any event, we haven’t really come to a conclusion in these areas ourselves, so I say just forget this whole line of thought.”

Delia nodded and continued. “But more importantly than worrying about corrigibility or redress in individual cases, society needs to try to make certain that most of its citizens don’t have any desire to transgress on each other in the first place. Consider the effect the threat of a PR trial would have on a whole nation – where the good 85% were apt to be stigmatized along with the bad 15%. Even those we’ve been calling the bad 15% have pride, you know – so the threat of a PR trial would be a threat to their Quests as well.

“Do you see? The citizens of a country would become aware that the U.N. was considering ND enforcement of the fourth corollary against their leader – and that that leader would probably try to sway public opinion to escape punishment. It’s obvious that relatively innocent people might be charged because they have tolerated and supported a transgressor – so it’s up to everybody to protect everybody else.

“But all this really is too complex to go into at this time, and it’s just academic anyway.”

“Whether you call it Big Momma or Big Brother” Bellander replied, “I have to confess that I’m still very leery of giving a distant, impersonal system that much power.”

“It will have to be structured carefully” Frank said, “but the fact is that tyrannical dictators must be treated as the criminals they would be considered to be under local laws, so the international legal system must be as strong as the local legal systems – and each individual is of paramount importance, so the premise is that if a governmental leader would transgress against one, he’d transgress against all. We don’t think there would be any sympathy for an individual criminal – and if you elect a criminal to be your leader, his high post shouldn’t convey immunity to being punished.

“Furthermore, if you support his actions – you might be culpable yourself. As Nik once said – a future world society might not kill the tyrant’s supporters, but they might dye their faces bright green so as to warn other people of their kinky Quest drives.

“In any event – once a transgressor is on the wrong track they aren’t apt to change just by listening to officials giving stern lectures. In order for anyone to establish an acceptable system of personal ethics they must learn to think for themselves and understand the value of individual equity – and it will take one of the four Cs to do that. Such a person might not change their core beliefs or Quest drives – but they would change their conduct.

“We are not saying the fourth C requires the death penalty – unless society doesn’t think it would be safe to release you – so the word tolerance may take on a new meaning in the future world. Whereas leaders seize their power in today’s world – either by guns or promises – they’ll have to earn that power in the future. And violation of the public trust will be a criminal offense – perhaps escapable – but not just a political embarrassment.

“So we must make it possible for authoritarian or totalitarian leaderships to learn proper conduct by watching how other governments conduct themselves, and understand what punishments the rest of the world will enforce if they break the international laws. That takes care of corollaries one, two and three. And the threat of corollary four becomes corollary one. The rest of the world might have to make exceptions if those guys are enforcing laws that seem too strict to the rest of the world because their nation’s philosophy is based on some religion or unique belief. In those cases the rest of the world would simply have to assure itself that the citizens who didn’t agree with such beliefs were not being singled out and persecuted for being different.”

Delia added “The PDX is extremely important, Andy. You can’t reach positive goals by focusing on negative laws – and if you have to enforce the fourth C on a dictator, for example, you can send in the troops and arrest him and all his buddies and put them in jail – but what have you done to that country if the people aren’t prepared to think for themselves? A nation without wisdom is like a ship without a rudder, and its people might prefer bad leadership to no leadership at all. You can’t just put parents in jail and leave their children to shift for themselves. Enforcing the fourth C may mean you’re looking at an educational task of enormous size – and the possibility your educators may try to impose a new culture in place of the one the citizens prefer. It does get complicated.”

Talia put her hand on his arm and said “To summarize what they’re saying – we believe that the entire concept of law should include preventive initiatives in the form of positive education, Andy – not just the inflexible concept of blind justice. Law-making must inescapably take all four corollaries of ND into account. We call our viewpoint Lexus law, and it’s just Mom and Dad’s philosophy, based on common sense observations of how things work, and guided by Frank’s four corollaries. Talionic law was the starting point, but it was too focused on retaliation instead of prevention. And the concept of negative discipline is devoid of ethics – but the concept of equity requires ethics.

“Do you see? The courts and the criminal justice system are OpSys functions, not initiative functions – and while the educational function is OpSys as well, it must be guided by those responsible for initiatives. The leadership people must always be more concerned with education than with punishment – and with PD over ND.

“If the educational process actually causes people to discover the reasons behind their own codes of conduct and rules to live by, that will create conscience. And conscience, along with peer pressure, will motivate the world’s populations to live according to positive beliefs. ND simply can’t do that. ND can force the people or the leaders to conform, but education is clearly better than punishment in causing a long range positive effect

throughout a nation. The problem lies in getting people – and their leaders – to think about it, clearly, before violations of equality occur. Definition is everything.

“And keep in mind that that U.N. army we’ve been talking about would not be used to help decide arguments between nations unless and until all other ND had failed. Money and information will be more powerful than weapons. The first C applies, my dear.”

“Now you’re just calling him dear?” Mary asked. “Why not darling? Or honey bunch?”

Talia wrinkled her nose at the group and said “You might as well get used to me calling him whatever I want to. You don’t hear him complaining, do you?”

Bellander just grinned, and Mary tousled his hair.

Frank said “My whole point is that justice isn’t necessarily served just by enforcing ND, Andy. The most popular perception of power is the ability to inflict ND. Authoritarian states may cut off a man’s hand for stealing a loaf of bread to feed his starving family, but is that to protect the equity of the person who owned the bread or to stop thievery? And might not the equity of the thief need to be protected too? Is that talionic justice or just an abuse of power? The problem is in deciding how to provide both deterrence and justice – and one is before-the-fact and the other after-the-fact.”

“Larrey has expressed major concerns to me about people who have the ability to sabotage electronic data and communication systems” Bellander mused, “because just two or three people will be able to cause as much trouble in the future as a dictator could in the past – and that they may be much harder to identify and find. I guess I can see why we’ll have to have an international police force to fight that sort of thing, but it’d be a very complex idea to try to explain to the masses – and the detectives of the future will have access to every kind of electronic gadget imaginable, which brings up the personal privacy matter. And I haven’t heard anybody say how to counteract the immunity to negative discipline those detectives’ll enjoy, except to say that one group could squeal on the others.”

“I think what you’ve really been asking now is how all this applies to your project, haven’t you?” Delia asked firmly. She looked at Frank, Bellander and Talia for a moment, a soft smile lighting her face.

“Yes, I guess so” Bellander answered. “But I’m assuming that I have to understand the basics behind everything before I can pick out the specifics that will apply to my project. I started out just trying to get all this into some kind of general perspective. Now I can see you are all concerned about whether or not I include all this in my perspective too. Right?”

The group smiled at each other and toward him. “Actually, Andy – we aren’t sure” Delia replied. “But we did agree to tell you everything behind our opinion of what your project is all about – so that’s what we’ve been doing.”

“This is all fine – and I guess I agree with all of it” he said, “but for the life of me I can’t see the connection between my project and educating all the billions of people on this planet on concepts like the four Cs. They don’t really understand the law of talion.”

Delia chuckled. “I was wondering when you were going to challenge that, Andy” she said, her voice full of amusement. “And I’m sure the others will agree with me that as a listener you have more patience than any ten people we usually deal with. We’ve all been wondering when or if you were going to challenge the four corollaries. Your personality style strongly indicated you might. You have a right to, you know. Not much of this actually applies directly to your project – but every bit of it lies behind your project. We really aren’t making ourselves very clear as to how your project may support our philosophy – and the answer is, it needn’t. Not at all. Your job is simpler than that.”

She gave Talia a quick intense smile.

“And all this comes under the general heading of equity and equality” Mary said. “You got all that, Bellander? We want a world controlled by PD and satisfaction, and that doesn’t just require warm-and-fuzzy feelgood attitudes – it also requires thoughtful, mature conduct. The four Cs deal in negatives – which can provide tweaks to the learning process, but they do not define or achieve the goal itself.”

Angie

“We might have been better off if we had used our ‘paradise man’ allegory to try to explain the lex Lexus, Andy, rather than this Big Momma guiding-the-children approach” Delia said with a wide grin. “In the paradise man story we ask students to imagine a man who has magically grown up alone on a paradise island, and we take them through his learning processes as he learns to understand the four corollaries from his direct experience with other creatures – not other people – but in the end we place him among other people and we discuss whether or not such a personality would submit to a tyrant, or try to fight with him, or try to kill him, or try to educate him. The value of PD becomes transparently obvious as you sort out the answers that allegory provides.”

“The tabula rasa idea?” Bellander asked.

“Exactly” Delia replied, beaming a smile at him. “Beyond that, the participant becomes exposed to the dynamics we want to establish in Phase Two. Let me give you a rough example of where that’d lead you – but again I must start with basic psychology. To save time I’ll just pretend he’s in a normal family setting – not having to learn the facts of life from nature, as we have him do in our classroom version.”

She smiled at the rest of the group and said “I’ve just reverted to the child rearing analogy again, haven’t I? Oh well, stick with me, Andrew. It’s all pretty simple.

“If you’re training a child, the best way to do it is with love. Everybody wants to be loved. If you begin to refuse to demonstrate love when they do something wrong, they’ll get the idea that they lose the hug or the kiss whenever they do the wrong thing. That withholding of PD is ND in its most basic form. You don’t need to spank a baby or a puppy or a kitten to get them to understand the first corollary.

“If a baby cries, it’s usually because it’s unhappy and it wants something, including hugs and kisses. So you have to begin to sort out whether it’s just trying to get a hug and a kiss or whether it really needs some kind of help. Once you decide its awareness has developed to the point where sometimes it’s just crying to get a free hug or kiss, you continue the PD when it does what you want and you withhold the PD when it doesn’t. That, alone, satisfies all four of the corollaries of negative discipline – but it also establishes the on-going value of PD as an RLB.

“The point, of course, is that the baby’s knowledge must have increased enough that it has become aware of the consequences of its actions. As the facilitator, you’re trying to control the actions of another person, and that person is developing the knowledge necessary to elect whether or not to respond as you desire. And you also have to apply those same dynamics to a rebellious teenager, or to a criminal, or to a nation, or to a

consortium of nations. It's the matter of the outside agency trying to influence the motivation of the individual entity. It progresses from manipulation to negotiation – from ND to PD – but you can't negotiate unless both parties play by the same rules."

She gave him another smile and continued. "Now you begin to play the game for real, because it's an interplay between two intelligences. The baby's intuition will choose most of its impindors between the ages of two and five, and then another time factor will enter the picture – that of challenging others' RLBs if they seem to conflict with its own QDs.

"In the first period of the game, as the baby's intelligence awakens the parent is writing the basic rules on the blank slate. Corollary one. In the second period, the baby's intuitive intelligence is asking the Quest question 'Why do I exist?' and choosing types of conduct which produce the best answers to its Quest frustration – and which it thinks are within the parent's rules. Still corollary one. For a dependent personality style that usually means conformity. For an adventurous personality style that means part of the learning will have to come from experimenting with all four corollaries, which is where the adventurous – or the most frustrated – are most at risk of falling into trouble with society.

"In the case of a paradise man we ask our students to imagine him being an adventurous type, competing with other animals for food – and in some cases trying to avoid becoming food himself. And then we ask them to imagine how the four corollaries apply to the various situations he faces. What does he learn, and how does he apply the corollaries in his interactions with the other animals?"

"The adventurous type, apparently trying to learn to think for itself, is the one you prefer, of course?" Bellander asked. Without waiting for an answer he added "And you want the dependent types to learn to be a bit more adventurous, because to do that they have to learn to think for themselves and make more of an effort to control their own destinies?"

He stopped and smiled, then said "Or you could say you're trying to move all mankind to the top of the food chain, and not let any stragglers fall prey to predators."

He smiled again. "And that's why you've been telling me that the group I've been thinking of as the evil 15% may be potentially much bigger than just 15% – it may include the kinds of innovators and entrepreneurs who may have made bad choices but may also be corrigible if they ever do commit a crime. They're the ones whose Quests you have to hit with a baseball bat to get their attention – and the way you keep their attention is to tell them you'll terminate them if they don't shape up. They're the stragglers."

"Remember Delia's explanation" Frank replied. "I said that convicts think 15% of their group is incorrigible, and that sounds correct to me. On the other hand I've been saying I think 15% of the general population are potential law violators – and that's a totally different group, because most of them are quite corrigible. I'm sorry I didn't make that clear originally – but I've never thought of them as stragglers before. I might call them strugglers, but not stragglers."

Bellander grinned and continued. “In any event you’ve got a dichotomy there, don’t you? Is that why I keep getting all these theoretical answers?”

“Yes, of course” Delia answered, and the whole group smiled at him. “That’s absolutely correct. And we admit it sometimes takes several leaps of logic to get there.”

Bellander felt slightly embarrassed, like a schoolboy who had just discovered an obvious answer but still didn’t understand why it was correct.

“And with that in mind” she continued, “let me review just a few more basics. In the third period of the learning game – which for most people is the rest of their life – each person is now playing by their own version of the rules, with society instead of parents providing the constraints. Their intuition is trying to assert its independence so their impindor drives can try to produce the answers which will satisfy its Quest question. We’ve made all these things clear, and you understand all that?”

Bellander nodded absently and Frank took over the discussion again.

“When the intuition of a person who has a primarily dependent personality begins to cause them to try to live by the impindors they have chosen, that DP – dependent personality – will probably suffer more from ND enforcement than an adventuresome type would. The first takes frustration personally, the second takes it as just another learning experience. The first is more apt to develop unproductive compulsions and obsessions in trying to get back on plane – and society can’t understand the reasons for their anti-social conduct.”

“An insecure mind like Hitler’s?” Bellander asked.

Frank nodded. “Remember my self and fles egonition charts?” he asked, and put the charts on the screen.

Society’s Egonition Value Ranking	Individual’s Egonition Value Ranking
<i>Self-Positive</i>	<i>Self-Positive</i>
<i>Fles-Positive</i>	<i>Self-Negative</i>
<i>Self-Negative</i>	<i>Fles-Positive</i>
<i>Fles-Negative</i>	<i>Fles-Negative</i>

“These charts are the easiest way to display the sources of such conflicts. What they don’t show is that people react differently to corrective discipline. Have I made all that clear?”

Bellander nodded and said “Clear enough”.

Frank continued. “Outside agencies will constantly try to affect a person’s reaction patterns in ways that satisfy social pressures, or to change impindor drives so they don’t cause actions that impinge on the independence of others. The primary counterforces to egonitional choices are control and competition, which of course, originate externally. And if cultural pressures don’t cause the change that person’s society wants, society and that individual are apt to be in conflict with each other for a long time. I’m not just talking about criminals and delinquents, Andy. That includes everybody from the super patriots to the do-gooders to the student radicals to the anti-government activists.

“If the educational effort has started early, and if it has been built on positive discipline, there’s a good chance the external forces won’t be needed. Intelligence, by our definition, is the ability to use logic – and the universal concepts of fairness and justice are embedded in the logical thought process – the BBs of a mature personality. Egonition is based on pseudo-logic, however. Egonition feeds on the intuitive drives chosen to supposedly answer the Quest question – the cosmic question, which we sometimes call the CQ.”

“Do you know what the letters CQ mean to a ham radio operator?” Bellander asked

Frank looked at him blankly, shook his head and continued. “In our discussions about the lex talionis and about PD and ND, we didn’t spend much time discussing the fact that egonition choices can be changed – and that when they are negatively based the goal is to get them more in sync with logic. But the real problem to all this is that outside agencies which are negatively driven can cause a person to change their own drives to conform to somebody else’s negative egonition. All it takes is for someone else to promise what seem to be better answers to the Quest question, and a frustrated and insecure personality will forget its own impindors and adopt somebody else’s, which may be negatively oriented.

“That’s the primary difference between OSLs and priests. When negative impindors lead negative impindors, frustrated followers enthusiastically take part in Salem witch hunts and Nazi atrocities – and that’s responsionalism at its worst. The promises religious leaders make may not produce much in the way of real results in the real world – but they tend to at least encourage positive egonition. Faith may not be much to go on, but – with a few notable exceptions – at least religion seldom tells you to harm other people.

“And all of these factors apply to a nation the same as they apply to an individual. You can think of a nation in place of the paradise man and the baby’s tabula rasa, and the same psychodynamics apply. That gives you an overview of the goals and problems the rest of us must address in Phase Two, Andy.

“What I haven’t heard discussed in depth today – and I presume may have been discussed with you previously – is the matter of time economics. Have they discussed that yet?”

“Yes, Frank” Bellander replied. “Talia has seen to that.”

“So everything is becoming quite obvious, isn’t it?” Delia smiled. “But I feel fairly certain that after we’d said that negative discipline acts in short time frames and that positive discipline acts over long time frames – we’d pretty much left it at that. Am I correct?”

Bellander nodded again.

“Everybody is in such a hurry” she continued. “Even my carefully trained experts.

“It’s obvious that all these things we’ve been discussing have their own time frames, so you’d place them at various positions on a strategy planning chart – but what’s not so obvious is the enormous differences between the short time frames and the long ones. These time mixups are usually the result of responsional thinking, of course. Once people learned they could take thinking shortcuts by using generalized definitions, they’ve wanted to do everything in a hurry. They want to sow one day and reap the next.

“That’s why ND is more popular than PD – because people seldom have the patience to invest the time that positive discipline requires. The point is, though, that the economics of time are what suffer most in responsional thought mode – even though we seem to be benefiting by saving time – and equity usually suffers as a result, although we usually just focus on the frustration. It’s another example of two/factor. You often lose time by trying to save time – but you have to analyze your actions or your results logically before you realize that.”

“That’s where measurement comes in, Andy” Nik added quietly. “Everyone understands that you have to keep reinforcing a new pattern if you want it to become a habit, because discipline creates psychological habits the same way it creates physical habits – whether it’s positive discipline or negative discipline. If you don’t take the time to reinforce the new tendency you’ll usually revert to doing what you did before when you come under stress. And it’s a waste of time to try to break a habit. What you have to do is substitute something more appealing, and reinforce it until the original drive is forgotten – but the change sometimes occurs instantaneously, and sometimes it takes centuries – and that illustrates why continuous measurement is important in sustaining initiatives.”

“Remember we also agreed that time allocations are the factors that convert requirements into objectives, Andy” Malcolm said. “That’s a major IPS application of TE.”

“Of course” Delia said. “I realize we have touched on it in many places already, Andy. The point I was about to make was that in your project you’ll have to make clear to the nation that time is more valuable than money, because only a finite amount of time is available to the living – therefore it must be invested more wisely than money. That’ll be a tough sale. Everybody wants to achieve quick fixes with reactive decisions. The problem is that you can replace money if you waste it for emotional reasons – but not time.

“It will be up to the rest of us, in Phase Two, to present the full rationale – but you’ve got to plant the seed for us.”

Bellander grinned at her and said “As I understand Chang’s views on economics, time and money are the same thing – and I believe the TE concept was originally his.”

Mary laughed loudly and said to Delia “So give examples to prove he’s wrong”.

“You’re right, of course” Delia replied, “and so is he – and furthermore, his TE concept gave rise to our subsequent concept of redress for an injury. What I should have said is that you must make clear that unless we invest the time to plan more logically, we will spend our life-times wallowing in problems – and spending money to correct them – but my point was that you must also make clear the same is true of a nation.

“The problem, as I see it, is that you’ll be presenting a solution which addresses current problems – but will probably take centuries to implement fully. It’s difficult to get people to project effects that far into the future because they’re only interested in their life-time.”

“I already have something along that line in my notes” Bellander said. “But it’s a very complex subject. It’s also very idealistic, and I’m trying to think pragmatically.”

“Excellent” Delia replied. “So does that illuminate how Phase Two will be able to address negotiation problems within entire populations?”

Bellander thought a moment and then replied “I suppose so. Theoretically, I guess, the answer would be to create some kind of worldwide educational system.”

“You’re on the right track” Delia answered, “but it wouldn’t be a classroom situation. First you’ll establish the need for a counselor agency. As that is being created, we’ll promote the need for initiative planning at a less than national level – so as to create mini versions of the agency among consortiums of U.S. states to help them control their own regional destinies.

“Their counselor agencies will be connected to the BICO system of the national agency, but would not answer to it. States rights enthusiasts will approve that. In fact, Andy, U.S. RCA personnel should be direct participants in developing the suggestions and answers the CA provides to the Congress.”

Bellander nodded. “I’ve got that in my plan. Best Informed Composite Opinion doesn’t depend on geography or on job titles or office hours – just on knowledge.”

“Then the rest of us’ll promote the same ideas to the major nations” Delia continued. “Each will want its own counselor agency of course, because each will think it has its own unique agenda. But we’ll also promote regional counseling agencies among consortiums of nations. All of these IPS generators would be tied into a worldwide database – and eventually into a worldwide counselor agency. The net result of all that will not be conformity – various areas will always have different purposes, objectives and problems.

But the net result will be to force all political leaders to justify the logic of their decisions and actions, both to their own constituents and to the rest of the world.

“What that’ll tend to do is create worldwide singularities of perspective – in effect, keep everybody on the same sheet of music. And in the meantime we’ll be trying to show people how to use IPS in their private lives.”

“Now that would all be very noble, Andy” Malcolm intervened, “and it would undoubtedly go a long way toward creating peaceful co-existence between nations – but it would probably have a slow impact on neutralizing the plague of negonition you mentioned earlier. As we agreed, there are countless age-old animosities based on differences in religion, differences in culture, historical memories of transgressions and past ND abuses, et cetera. Those things will decrease incrementally with time – as one generation after another remembers less and less about their differences and appreciates more and more that they’re all in the same lifeboat with each other.”

“I’ve been wondering when everybody else was going to chime in on this” Bellander said with a broad grin and a glance at the rest of the group. “Everybody is really placing a lot of faith in your IPS system.”

Malcolm smiled and continued.

“That’s because in addition to negonition, which is an embedded motivator, there is the transient dynamic of frustration. When the two are present together, the frustration acts as a catalyst or an amplifier. When people get frustrated they’re apt to have an emotional reaction – even if they’re mature – but when an immature person becomes frustrated they’re apt to exhibit some pretty extreme motivations. And usually involuntarily.

“That’s what passes for normal conduct today in the way we try to handle difficult political decisions – emotional volatility instead of logic. But cognitive logic is both passive and innate, and it can be tapped by simply forcing people to think systematically. All we need is to have you install your system to demonstrate that. Getting people to use the IPS is equivalent to getting them to count to ten when they become emotional. By getting them to slow down and think, you slowly get them to examine their own egonition patterns – and a new positive habit pattern has been born. A new standard, if you will. It may not affect today’s tyrant, Andy – but it will affect potential tyrants in the centuries to come.

“Lack of money can be a major source of frustration, but people are very adaptive and whole populations become accustomed to doing without if they’ve been poor for a long time. Once they’ve seen the magazines or the TV shows that come across their borders though, or even if they’ve improved just a little bit, they adopt a new standard in their imaginations. You know how it is – once you’ve achieved the next step in anything, that becomes your new standard and you adapt your expectations accordingly – and you

become willing to struggle harder to reach that level again if you fall back. That's why parents want their children to get the greatest education possible.

"That's why negotiation oriented societies are more willing to start wars – and why expectation-oriented societies are willing to fight back. Everybody assumes that it won't be them who may have to die, and they assume they'll be better able to satisfy their impinders once it's all over. That's also why responsional thinking assumes violence is a positive answer.

"That lack of cool thinking creates a cycle. A country spends its resources making war, then the war ends and – whether they won or lost – there is an economic demand for goods and services they have been doing without. So jobs are created while the demand is being satisfied, and an even higher standard may result – and then the excess demand factor is satisfied and things return to normal, which often results in the loss of all those new jobs and paychecks. The reasons they went to war in the first place – now almost forgotten – will be remembered again.

"The people will try to adapt, most often by hoping and praying that things will get better again – but if that doesn't happen they become more and more intense in searching for ways to make their sense of frustration go away. Now death and rebirth seem to be nature's way of making progress – an evolutionary way to break the bonds of the old and develop the new – and that can apply to nations and economic systems the same as it can to individuals. New sources of wealth and income may result.

"But if that doesn't happen, the next thing they do is begin to believe responsional demagogues who are making promises, and they try a different political structure – perhaps with violence. And if that doesn't cure the symptom – and if it's a negotiational culture – here comes another war. IPS can help put a brake on such negative reactions. You simply don't have to rely on negativity as a way to produce progress.

"Now I admit non-violent change will tend to take some of the gee-whiz excitement out of making progress, Andy, because steady progress will become a taken-for-granted thing – but that's actually a pretty fair description of our goal.

"These are things the one-country counselor agencies must take into consideration, but they aren't the factors an emotional OSL is apt to consider. If you can sell our country on using the counselor approach to help run its government, you will not only be helping our country – you will probably have taken the first step in changing the emotional OSLs of the world. Does that explain why we're so determined to try to put everything into perspective for you – even things that won't fit into your project directly?"

Bellander nodded and tried to imagine how much time and thought must have gone into their work before he arrived. He couldn't. Instead he said "The thing that bothers me most, at the moment, is that I've been thinking of the counsel as a group of advisors and now you're also making me think they should be teachers – and at the same time you're

assuring me that trying to impose advice is not the best way to get people to accept it. What's right?"

"Substitute the word mentor for the word advisor in your thinking" Malcolm replied. "I feel certain that you've had many mentors in both your military experience and in your State Department experience?"

Bellander nodded as he recalled various times he'd received help and advice – acts of helpfulness he'd mostly taken for granted.

"OK" Malcolm said, "that's the way you should present the value of the counsel to the public. Don't present the counsel as a bunch of over-educated arrogant highbrows. Present them as what they really will be, as highly educated resources who are willing to hold dialogs with their equals – the public – and whose only purpose is to be helpful neighbors, not to be know-it-all show-offs with superiority complexes. They won't be the cocksure wheeler-dealer types who make a million dollars a year on Wall Street. Think of them as scholarly professors – who just happen to be more than a little action oriented. And while I wouldn't dwell on it – you might hint that they'll be fallible human beings, just like the rest of us. There is seldom a perfect answer to anything in politics.

"Their principal value as counselors will be to provide as much perspective as possible to all types of discretionary decision-makers.

"The job of the voters is to provide guidance, and the job of the counsel is to help the voters develop the kinds of perspectives they need in providing that guidance. And once that sort of thing begins to happen, even negatively oriented societies will begin to switch themselves away from seeing everything negatively, or even parochially."

"I'd like to come back to our Paradise Man analogy some day, Andy" Delia said. "I've just skimmed over it, but some day, after you've given your speech, we should discuss it in depth. It really does help make clear how a personality could develop in a pristine environment, and learn to depend on its innate logic – and then it shows how living in a society can add to or subtract from a natural personality."

"What we ought to do right now is make a few plans about the coming visit" Nik said.

"Do you think we ought to focus on Smith or on Ridgeson?" Bellander asked. He felt relieved – and a little guilty – about seizing on an excuse to switch the conversation.

"Well, the FPA might well be a perfect example of what we'll need in Phase Two" Nik replied. "Why don't you concentrate on Ridgeson and leave the Federation for the Protection of America to us. If we can get them to buy into our TTT approach they might actually become an ideal behind-the-scenes PR vehicle for us."

"TTT?" Bellander asked.

“Train the trainer” Talia answered. “Remember? We’ve talked about it.”

“Got it” he replied. “So you’re looking at using ready made organizations to help you? You’ll have to make quite an effort to get them to change their thinking and switch to promoting your thinking, won’t you?”

“In some cases” Mary replied. “But in a case like this their goals may be almost parallel ours – but just expressed differently. We’ll have to check that out, but if that’s the case we’ll have a common starting point. It may just be their strategies and tactics that are different. And, as Nik said earlier, the FPA also has subordinate officers who are accustomed to thinking independently – so we won’t face the task of having to try to re-educate traditionalists. They may already have a lot of our starting perspectives already in place although they may not realize it – and if so, the educational process wouldn’t take as long with them as it would with other groups. The FPA may be ready made to help us, not fight us. They just don’t know it. Getting Smith to agree to come out here was a smart move, Niklas. It wasn’t so long ago you’d have tried to sink your teeth into him.”

There were smiles all around.

Suddenly the wall screen started blinking a message and a voice came over the speaker system, repeating what was on the screen.

SECURITY ALERT OFFICER DOWN

Talia immediately picked up a telephone, punched a number and said “This is Talia.” She listened carefully for a few moments, asking an occasional question, then hung up.

“There’s been a shooting at Tower One. Angie Johnson. She reported she saw somebody near Andy’s door on her monitor, told the Security Center she was checking and went to investigate. The shift was changing, and for a few seconds they didn’t watch closely enough. When the new guard checked his screens he could see her lying in the hallway. The tape shows the intruder fired the moment he saw her. No warning. They’ve closed off the elevators in Tower One, closed all gates and they’re stopping all traffic, but they don’t know who’s involved, how many there are or where they are.”

“Damn!” Nik said. “Damn, damn, damn!”

“Talia” Delia said firmly, “It’s almost time for her pre-schooler to be coming home. Look after the child! That little girl needs friends!”

Talia nodded and glanced at Bellander, and the two of them left the lyceum quickly. They were able to find the youngster, and to get a couple who were parents of her playmates to

take her into their home. Talia kept in constant touch with the situation, but she issued no orders to her people. Bellander admired her ability to concentrate on the job at hand.

A replay of Security's video tapes showed Angie Johnson approaching the intruder and challenging him from a distance without drawing her weapon. He seemed to panic, then drew a pistol and fired one shot at her. Her wound was not as serious as they'd feared.

The intruder had apparently run down the fire stairs to the main entrance, jumped into a waiting car, and the car had sped away. Instead of being stopped at the main gate however, the driver had turned and driven along the perimeter to where a second car was waiting outside the fence. The two men had climbed on their car roof and tried to jump the fence. A guard had fired a warning shot and in his excitement the driver had slipped and fallen inside the fence, and been captured.

The second car had not been found and the shooter had escaped. The driver, who offered no identification and wouldn't talk, was now in custody and a local attorney had already come forward to represent him.

The matter had quickly come to a very unsatisfactory dead end.

Security began trying to assign personal guards to Nik, Delia, Talia and Bellander, but Nik firmly rejected their efforts, saying "The situation has changed completely. This whole thing has become a major damned fool/factor embarrassment to whoever was behind it. We'll find out everything eventually – but there will be no more personal intrusions and no more violence. We're physically safe now. They may redouble their efforts to get into our computer systems, but Larrey is ahead of them there – and it wouldn't matter if they found Andy's notes anyway. But I don't think they'll try. They'll just lay low for awhile.

"But we know for sure we have to shorten our deadlines. We must move. Quickly. This ties in with Ridgeson making all that fuss – but he probably doesn't know diddly about it."

The Visit

Ridgeson and Smith arrived on schedule, flying an FPA private jet. A Lexus Valley chauffeur brought them to Nik's office, and despite the pretensions of cordiality both sides were obviously wary of each other.

"You have more influence than I realized, Mr. Lexus" Ridgeson said. "The three senators who suggested I make this trip are men I have reason to trust. But I'll be honest with you – based on what I've been told about your operation I never in my life thought I'd be taking time from my schedule to come out to your resort and talk with you. And if it hadn't been for them I guarantee you we wouldn't be here. I take it you're somehow tied into this thing I've been holding press conferences about – and that did surprise me.

"I'm – we're – willing to listen to you with an open mind, but I warn you that we're not as gullible as you may think, and we make up our own minds for ourselves. We have access to information about some of your friends overseas that might surprise you, and I'm talking about people who are clearly enemies of our government. Now I know you've rendered a lot of rather valuable and mysterious services to our country – and I don't know what they have been – but I have strong reasons to be very suspicious about why you've done it. And I'd like to know more about how you've done it. I know it has something to do with electronics, but I have very mixed feelings about having entertainers mixed up in diplomacy. That's a very good cover, but it doesn't explain where all your money comes from and I don't think anybody buys that cover anymore.

"We've agreed to give you a chance to say whatever it is you want to say, but I doubt very much that you're going to remove very many of our suspicions. And if what I think about you is true – I'm going to blow your budget to smithereens." He smiled in satisfaction at having suggested he had power.

Nik smiled. "The rumors about me being a band leader with delusions? Believing my own publicity? Being influenced by drug-using musicians with socialistic philosophies from all over the world? You have every right to be dubious, Senator. I would be too. But it's not my goal to change your opinions – although that may very well happen. You're entitled to continue to say whatever you feel compelled to say to the press, and take whatever actions you see fit. And if we continue to disagree I can assure you that nothing will happen to you or your people like we suffered last week – when one of our female guards was shot, without provocation. I assure you we are not into drugs, and we are not a political activist organization, either domestically or internationally.

"Or perhaps I should say we haven't been politically active in the past – because we are about to enter that arena. But we aren't given to violence, in any way."

Ridgeson gave Smith a quizzical glance. Smith remained expressionless, but he said “I’m sorry there has been violence in your organization, Mr. Lexus. And I’m sorry if anything we’ve said or done makes you think either of us had anything to do with it. We did not.”

Nik stood up and said “Let’s go downstairs to a conference room and let me introduce you to some of our people. We can have a cup of coffee while we’re getting acquainted and we’ll all be more comfortable.”

His guests rose and followed him to the elevators. The guard eyed them intently, said “Good morning, gentlemen” and pressed a door button. He glanced at Nik and said “FPA?” and Nik nodded. An alarm went off as Smith entered the car, and the guard said “Excuse me, sir, are you carrying a weapon?”.

A mixture of annoyance and embarrassment came over Smith’s face. He removed a semiautomatic pistol from a shoulder holster and handed it to the guard, then took a firm stance next to the elevator wall.

The guard gestured courteously to the floor outside the elevator and said “Do you mind if we try it again, sir?”

Smith glared, but finally stepped out. The alarm rang as he stepped through the door. Without speaking he took a revolver from an ankle holster and handed it to the guard.

The guard held both pistols loosely, not bothering to inspect them, and said “One of our guards was shot by an intruder last week. She has served in the Army, with distinction, and she had lost her husband, who had won several decorations in Army service. She has a four year old daughter, and we’re trying to explain to her kid why some nut shot her mother when her sidearm was still in the holster and she hadn’t even threatened the guy. I’m sure you understand why we’re sensitive about such things.”

He waved Smith back into the elevator, and handed him the pistols as he stepped through the door. “You may keep your weapons, sir” he said. “You never know when somebody may have to defend himself against a woman around here.”

Nik closed the door and pushed a button, then stepped between Ridgeson and Smith as the elevator dropped to Level One. Ridgeson tried to glance at his colleague as Smith tried to replace the weapons in their holsters. “I’m terribly sorry to hear that one of your people has been shot, Mr. Lexus” he said. “How? Do you know who did it, or why? Foreign agents? Government people? That’s terrible. Simply terrible. Can I be of any help?” He sounded surprised and sincere.

Nik ignored him and said “This way, gentlemen” as the door opened, leading them to Talia’s office. They were clearly fascinated with what they were seeing. They entered her lyceum through the office, and Nik introduced her as his daughter as the guests inspected

the room. Their eyes widened as he explained the extent of LVU's underground offices, and it was obviously new information to them.

They were joined by Delia, Mary, Malcolm and Bellander, and Nik gave a brief description of each person's duties as he introduced them. Finally he gestured for them to take seats, continuing to ignore Ridgeson's expressions of concern about the shooting. Talia served coffee and provided them with pens and note pads, then Nik said "Gentlemen, feel free to take notes and to stop us and ask any questions you want, whenever you want."

He laughed as he explained that Bellander was the man on leave from the State Department that Ridgeson had referred to, and gave them a short history of Bellander's career. Then he took a couple of steps away from his guests and turned to face them. They seemed confused by the fact that none of Nik's people seemed to look like the revolutionaries or power brokers they had apparently expected to find.

"I guess I should start with who we are and what we actually do – because that's where the confusion seems to lie" he began. "Delia and I wanted to repay society for our good fortune, so she set up a research company when she retired – and we intended to use the income from our TV shows to fund it. It started off with social research, then we added technology to make certain our shows were up to snuff, then we added motivational planning and business decision-making research for our own use, then we started giving advice to our friends – and then we started selling our knowledge in the form of counseling – and we've been able to add several other areas of interesting profit making activities as the opportunities arose.

"Now" Nik continued, "we operated quietly because we didn't want to trade on our reputations – but other things have happened that have increased our penchant for privacy, and I suppose that has created sort of an aura of mystery about us. The fact is that Lexus Valley Underground – or LVU, as we call it – is now a think tank that specializes in trying to help people, all around the world. And most of that work is free. We don't tell people what to think – just how to think better. We also do a lot of motivational training and decision-making training for many of America's largest corporations – as well as for the federal government. We're a much bigger operation than the entertainment activities you think of when you hear our name. But it all ties together.

"But I need to explain the secrecy thing a little further. You see – when I was trying to get my shows on the air in other countries I had to sign up local politicians to represent me. I don't like some of them personally, and I'm sure you wouldn't either, but they all have two things in common – they all have top level contacts and they all know it'll cost them big money if I ever catch them lying to me.

"And since I send out my shows electronically, with cryptographic security, and my agents can reply the same way – I inadvertently developed the darndest over-the-back-fence gossip society that anybody has ever imagined – and one where every single person always

tells the truth as nearly as possible. Sometimes you have to read between the lines, but they all try to be as dead honest as their situations allow. Those are the rules of our game.

“And our agents began to ask us, and the rest of our network, for suggestions about how to make social improvements and economic improvements in their areas – and that tied in with our research, so we’ve tried to help. And we’ve got several thousand friends who we’ve included in our network too – about 4,000 I think – and they all belong to a club we call the Friends of the Valley.

“I mentioned our communication system to some of the heavyweights in Washington – and they, and people in similar government positions all over the world, have been using us to pass all sorts of messages back and forth for a good many years. And LVU’s consulting staffs have built us an international clientele which would probably amaze you – which is another reason for not publicizing what we do, you see.

“And in our overseas projects we long ago began to see that there are times – such as when you have an uneducated population – when it’s better to have power concentrated in the hands of a few than to try to impose a democratic system on that population. If you can help educate the leaders, and help them choose the objectives that are best for their country, it’s better than just putting that power into the hands of the uninformed masses. We’ve proven that just being a do-gooder and imagining that democracy is the answer to all problems is not the way to help backward people.”

“There you go!” Ridgeson exploded, practically shouting. “Now you’re out in the open! You’re admitting that you’re a goddamned underground organization trying to promote dictatorships! You’re bragging about it! You’re trying to undermine the whole concept of democracy, and you’ve already got some of the top people in Washington on your payroll! You’ve admitted it – right out of the box! All the rest of what you’ve been saying is smoke screen!” He glared at Smith with self satisfaction.

“Yes, it is true” Nik continued, “that the Lexus Valley organization – of which my wife and I are the principal owners – is trying to develop ways to improve the efficiency of our government. Every government, as a matter of fact. But not overthrow it, as someone has apparently led you to believe, Senator. And we have no government funding, with the exception of a few consulting contracts you may already know about.

“Whatever we propose would have to pass through Congress, the same as any other legislative proposal. I will admit, however, that our suggestions may seem revolutionary to some, simply because any improvement requires some change.”

His rich voice commanded attention without seeming to assert authority. He locked his eyes on them and said “Everything we’re trying to do here revolves around one basic fact.

“The fact is that our democracy, from its beginning, has only been able to generate unified national objectives during times of war, not during times of peace. If you review our

nation's history you'll find that we always have a tendency to drift during times of peace. And that's not good. Laziness can't be counted on to keep you healthy.

"Our citizens have used their personal initiative to exploit opportunities during peacetime – but our government hasn't shown the same initiative. Our system always seems to be more preoccupied with the political problems of today than the national goals of tomorrow. And the simple fact is that our system of government almost always tends to allow problems to get so large that they're almost unsolvable before it gets around to taking action. That's not good either.

"Now, as I said, our organization has a great deal of experience in motivational programs and in decision-making processes – and our search for the reason we don't have unified objectives in peacetime has led us to the clear conclusion that there's a gear missing in the mechanism. It's not the people running the system who are at fault – it's the system."

"Are you talking about having experience with public programs I might be familiar with?" Smith asked. "Or has everything you've done been behind the scenes?"

"Well" Nik replied, "you may have heard of the AB&D Society. Or you may have heard of the initiative planning sequence decision-making format. Those are ours."

"You mean you're a member of AB&D?" Ridgeson replied. "That's good stuff – but I happen to know that AB&D is a government program."

"We're not just a member of AB&D, pal" Mary snorted. "I am the AB&D Society. I created it, I named it, and my people operate it. Everydamnedwhere in the world!"

Nik examined the startled look on Smith's face with a mixture of amusement and satisfaction, then said "And if you follow what's going on in the business world, you may have heard of IPS as well. That's Malcolm's baby. Does the name IPS ring a bell?"

"Good heavens!" Smith replied. "I'm sorry, ladies and gentlemen. I just hadn't made those connections. I brought a new guy into our operation last year to be in charge of strategic planning, and he brought the IPS system with him – and it's the most important change we've ever made. Why, if we'd started using IPS for planning five years ago we'd be twice as influential as we are today."

His face glowed with interest as he said "That information suddenly puts everything in a new light, Mr. Lexus. I had no idea you were operating in these fields. It may be that we should be collaborating with you in several very important areas."

"Well, it sure as hell doesn't change anything for me" Ridgeson snarled, but he seemed a little unsure of his suddenly isolated position.

Nik smiled and went on. “What I said wasn’t meant to imply that democracy is a bad form of government, Senator. It’s obviously the best type of governmental system in the world. But well run bureaucracies alone don’t necessarily create peacetime progress. So, in our minds at least, our system has a leadership problem. But it’s not the people in the system – it’s the system itself where the adjustment needs to be made.”

“That’s a bunch of crap! That’s just a bunch of crap!” Ridgeson exploded. “This country always knows where it’s going and what it’s doing! Congress sees to that!

“I’ll admit that the Senate usually has a better picture than the House does – so there may be a slight flaw there. But whichever party wins an election wins it because they have a party platform the public wants to follow! Where do you get off saying we don’t have national objectives?” He glanced fiercely at Smith, who showed no reaction. Ridgeson continued to stare at Smith for a moment, then returned his attention to Nik.

Nik smiled and said “Your party has been on the losing end of an election or two, Senator. Are you saying the other party has always proposed the right objectives? Party platforms usually involve partisan politics or present the philosophies of the people who’ve gained control of the party. Those platforms tend to set conservative or liberal trends, but they often don’t even have unified support within their own party. And are you saying that you think political party platforms always suggest what is best for the country in general?”

Ridgeson shook his head but replied “No, of course not. But if the public votes for one party over another party, that’s as much a mandate as it’s possible to get. That’s the voice of the people!. That’s the way a democracy works.” He kept looking at Smith, almost as if to check on how far he should go in raising arguments. Smith only gave him a casual glance in return and settled further into his chair.

“Now I know that you two gentlemen have goals that you’d like to have our nation achieve” Nik continued. “So do I. So do the rest of the people in this room. It’s not that any of us is necessarily wrong – but as a group we certainly don’t represent a consensus. We’d have to have discussions and compare ideas – and perspectives – before we could reach mutual agreements and go forward together. We need to reach mutually agreeable definitions of what we’re trying to say – and intelligent people can almost always do that.

“However, if you just concentrate on just solving one problem after another – which is what our system encourages – after awhile you get so wrapped up in problem solving that you lose sight of your original goals. When that happens, you feel like you’re doing good work, but the fact is you’re just running in one place and not really making progress. It’s the difference between managing and leading – and it’s a critical difference. That’s true in a political party, that’s true in a business, and it’s also true in a nation.

“And when you take a survey of any political group there’s a very good chance that they don’t all actually agree with each other on many of their stated objectives. They’re really just a rather loose coalition aimed at getting control of the political process and promoting

their own points of view for a limited period of time. That isn't the way to run a government of the people, by the people, and for the people. Is it?"

He got noncommittal shrugs as answers, so he continued.

"That doesn't mean the voters – the people who really have the power – aren't capable of agreeing on objectives. They're quick to agree on unified objectives if there's an emergency or if the country comes under attack. Which clearly indicates we have some kind of a peacetime system problem or communications problem – but definitely not a people problem. And that discrepancy is what my colleagues and I are concerned about.

"In peacetime that disparity leaves our democracy at the mercy of totalitarian governments – even the smaller ones – which can turn on a dime and command their nations to pursue specific objectives. That's not the way for the United States, the world's most successful nation, to stay strong in peacetime. It's almost like an illness. It must be treated.

"The fact is that our forefathers had to design a new form of government from scratch, and we think we can show they left an important function out of the mechanism – left one or two gears out of the machine.

"I assume you gentlemen do agree that our political leaders should take their directions from the voters because the voters are supposed to be in charge of our country – but it's one big crap shoot trying to guess what the public wants its officials to do. Am I right?"

The two men nodded warily, but Ridgeson said "I think you're handing us doubletalk, Lexus. Solving problems is the way you go about trying to achieve objectives. Any school kid can tell you that. And furthermore, don't forget that an elected official takes an oath to do his best in deciding what needs to be done. We're elected to do just that. The public expects us to tell them what needs to be done. And that's the only damned way the system can work. You're trying to twist things around – trying to sneak off on tangents. I haven't figured out why yet, but you're not going to get past me this easily."

"That's exactly the position we held when we started analyzing this problem" Nik replied. "But you're talking about tradition, Senator, not something written into the Constitution – not a requirement for the way an ideal democracy should work. And as the staff at Lexus Valley analyzed the problem, our people began to realize that there is a way to enhance our system – make it work more effectively in peacetime, without upsetting the balances of power – and in fact give more leadership power to the members of Congress. That's what Andy Bellander has been checking out.

"But we haven't tried to indoctrinate him. The way we've approached it has been to help him figure the whole thing out for himself, following our trains of thought – and the deal is if he agrees with our conclusions his mission will be to present the idea to the American public and see if they agree too. He's not here just to be a front man – he's here to decide if he agrees our concept represents an idea whose time has come. He has already figured

out all the basics, and he seems to agree with our conclusions completely – so I’m going to let him brief you on where he’s at.

“But let’s agree, right here at the beginning, that for an ideal democracy to actually function, all the voters would have to stay fully informed and fully involved at all times – and that is not apt to happen in our country, or in any other country – today, tomorrow, or anytime in the future. Not even the members of Congress have the time to do that – and they devote all their time to trying. Time is the real enemy. And the reality is that the ideal democratic form of government, where every voter participates personally, simply isn’t unattainable. So our goal is only to get our democratic system a little closer to the ideal – not to forfeit what we already know will work. OK?”

Both men nodded, but Ridgeson exploded again. “It’s not really the voters’ job to tell us what to do! Dammit, man, don’t you know anything about how our country works?”

Smith raised his hand slightly, as if he was about to dismiss Ridgeson’s outburst, then let the hand settle back on the arm of his chair. Ridgeson pointedly ignored him.

“Let the man finish” Smith said, with no trace of emotion. “He hasn’t advocated a single thing in the way of a solution yet. And everything he’s said has made sense.”

Nik smiled at him and continued. “It’s obvious that without long range goals during peacetime our country is letting other countries steal a march on us – and that’s especially dangerous in terms of the kinds of economic warfare that’re going on today. So we assigned ourselves the project of providing the same kind of help and advice to our country as we had been providing to our business clients. We made a major project out of it. And we have become absolutely convinced we have worked out the best answer.

“But you don’t make recommendations like that without trying to doublecheck everything you’re saying – and we were very much aware that we were plowing new ground. One of our guiding principles is that ‘it isn’t enough to be right, you must also be effective’ – so that’s why we brought Andy into the picture.

“We contacted some of our friends at the State Department and hinted around at what we were doing, and asked to borrow one of their best up and comers – a tough guy with a tough mind. They gave us several names, and Andy stood out – so we intrigued him into coming out here and taking a look at us. And the deal we made was that we were going to explain all our reasoning to him and see if he came to the same conclusions we had come to. If he did, he was to make a speech on television to present the idea to the public. If he didn’t agree, he was free to go back to the State Department and resume his career – and badmouth us to kingdom come, if he felt that was necessary. Whichever way he decided was to be OK with us.

“I’m happy to say he seems to agree with us, and will be making that speech in the fairly near future. I’m going to let him give you an overview of what he’s planning to cover in

his speech, while the rest of us will try to answer any of the questions you may want to ask. Andy...”

Bellander stood up and said “Gentlemen, LVU started by pointing out to me the difference between leadership decisions and operating decisions. We never actually discussed that distinction in any depth at the academy. And they used this chart to illustrate it.”

He called the cascade chart to the screen.

Cascade of Objectives

<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Level 4</u>
Perspective	–	–	–
Purpose	Perspective	–	–
Objective	Purpose	Perspective	–
Problem	Objective	Purpose	Perspective
Strategy	Problem	Objective	Purpose
Tactics	Strategy	Problem	Objective
Evaluation	Tactics	Strategy	Problem
Implementation	Evaluation	Tactics	Strategy
Maintenance	Implementation	Evaluation	Tactics
–	Maintenance	Implementation	Evaluation
–	–	Maintenance	Implementation
–	–	–	Maintenance

“As I’m sure you’ve noticed, Mr. Smith, each column on this chart is shown as an IPS sequence, with the lefthand column representing the leadership. But only the lefthand column represents the long range goals – the ones defined by the leaders. The fact is that the subordinate operations often function by focusing on problems more often than they focus on objectives. But it’s the leadership function that controls the direction.

“When you make a leadership decision, you first gather all the facts you can, to try to get things into perspective. Then you decide whether or not you want to take action, and if you do, you issue a mission statement – a statement of purpose – which states what you want to accomplish. Then you specify the things that must be accomplished to achieve that purpose, and those are your objectives – and the only problems you’re concerned about at that point are those which can interfere with the attainment of those objectives. At that point you may develop the strategy and tactics yourself if you wish – or you can leave those matters to your operations people.

“To the people below you in the hierarchy, however, things may look a little different. It’s pretty easy for them to lose sight of the leaders’ objectives because they’re so focused on their own activities. To correct that you need good communication at the beginning – plus on-going measurement to make sure they’re staying on track.

“Leadership revolves around setting objectives – and everything else, which the LVU people refer to as the OpSys, or operating system, revolves around the solving or prevention of problems. That’s the OpSys job. And there’s a clear distinction in importance between achieving long range goals and solving short range problems.

“Now as you go to the right on the chart, each of those vertical columns represents a step down the chain of command. And by the time you get to the people at the fourth level, they are just beginning to get into perspective what the leaders see as problems. Their world begins with problems – and they may never see the bigger picture the leaders’ long range goals are supposed to represent. When that happens, they lack a sense of direction.

“Without a clear set of objectives to guide them, they might not even realize what specific tasks the leaders want them to accomplish, and they might become totally preoccupied with problems – which leads to circular thinking instead of linear thinking – and you need linear thinking if you want to go forward.”

Smith gave a slight nod as he studied the chart, and Bellander continued.

“If you put that in a military context, gentlemen – it could mean that without clear goals in mind your field people might be getting into unnecessary battles and wasting their resources – and if you were the general in charge it could mean that you’d be getting reports of lots of action and many minor successes and still be wondering why your general objectives weren’t being achieved.

“Now a corporation or a dictatorship represents focused leadership power – while a democracy represents diffused leadership power. That concept of diffused leadership makes it much more difficult for a democracy to define its objectives – which causes us to stop setting long range goals for our government during peacetime. That’s bad technique.

“And if the people at the leadership level are preoccupied with problems themselves – which is what our system tends to cause – you have minimal leadership being displayed.

“A businessman would tell you that objectives are measurement points, and without them you can’t tell whether or not you’re making progress. Just letting things go along on a business-as-usual basis isn’t good enough. And a businessman – or a dictator – will tell you two other things. One, whoever controls the money has the power – and two, whatever gets measured is what gets done. Which also means that whoever controls the money has to set goals or they have no way to measure the results the money is buying.

“And that’s the key to this whole concept. The Congress controls the money, but they have no reliable feedback system to tell them if their objectives are being achieved – if and when they actually do set goals.”

“What the hell do you think the federal budget represents?” Ridgeson growled. “Do you think we hand out money just because some bureaucrat says he wants it?”

Smith moved forward in his chair and said “You’re saying Congress should act like a dictator? So where does that leave the president?”

“According to the Constitution, the president is only the chief administrative officer – he does not have the powers the chief executive officer of a corporation has” Bellander replied. “One major reason he even has the power of the veto is to try to protect the budgets of the programs that past Congresses have put in place. He has administrative responsibility for keeping them effective. But the Constitution does not give him the authority to set the nation’s objectives. He can recommend, and he can use salesmanship, and he can threaten to veto – but he can’t command Congress to do anything.”

“I’d like to see you try to tell that to the President, face to face” Ridgeson sneered.

“I already have” Nik answered. “And he agreed with me. He’s been in office two years, and reality has set in. He told me he sometimes has a better chance of getting a foreign country to do what he wants than he has of getting what he wants in his own country.”

Smith raised an eyebrow, but Ridgeson said “I serve on two committees that work very closely with his people, and I can tell you he gets just about anything he wants. And I don’t think you ever had that conversation!”

“You’ll find that Niklas Lexus never lies about things like that, Senator” Bellander said. “He is known throughout the world as a man whose word can be trusted absolutely.

“But let me continue my explanation. The LVU staff realized that in order to achieve the objective of making the federal government operate at top efficiency during peacetime, they also had to solve the problem of devising a better performance evaluation system – do a better job of measuring results. And measuring results – charting progress – requires clear objectives to measure against. So that analysis provided two goals for this project. The primary problem there was that the power to set objectives rested with the voting public – because Congress only functions as a surrogate for them – and you had to have objectives if you were going to make measurements.

“The secondary problem there was that after Congress initiates a program – that act, by itself, is sort of assumed to have achieved its stated objectives. Everybody assumes the situation has been handled. The OpSys function in a government isn’t the same as it is in a corporation, where each program is assigned new objectives each year and measured against those objectives. But administrative services are seldom assigned goals by the leadership – and government is primarily a matter of service. Administration is considered business-as-usual – no goals needed. But just passing legislation doesn’t assure that goals will be achieved. Our governmental system has a big hole in the safety net at that point.

“There’s a big difference between leadership objectives and business-as-usual objectives. Leadership objectives are the ones the captain of the ship sets – the ones the navigator uses to chart the course and measure the ship’s progress. Operating system objectives are the subordinate ones the crew follows as they go about their jobs during the voyage – and OpSys objectives are often dictated by short range problems. In other words the OpSys people are problem-oriented, not leadership oriented. They assume the captain and the navigator will get them to the next port – so that goal isn’t part of their job description.

“The question then became ‘How can we get the country to keep setting a course into the future in peacetime – when the public doesn’t have a strong concern about the future?’ – and history suggested that that was a function usually served by counselors to the kings.

“For as long as there have been people in power, the leaders have had advisors. But in looking at who or what might be the best advisors in a democracy – none of the people we’ve come to rely on really represents the ideal. In a democracy, those advisors include the elected officials, the news media, the think tanks, the college professors, the previous officials, etc. Behind the scenes are the people who run the political parties – but those party leaders are really power brokers, and their decisions are tilted toward winning elections, not toward analyzing what might be best for the country. It’s all pretty hit or miss – as you know.

“There really aren’t many trustworthy advisors – in terms of broad spectrum advice, at least. Just about everybody in public life has a bias of one sort or another – and there’s nothing particularly wrong with that of course. The current and previous officials try to offer counsel, but it’s impossible for them to take all points of view into consideration. The college professors aren’t always grounded in reality. The business community always has its own axe to grind. And the military-industrial complex has its own point of view.

“So – the people here at LVU suggested creating a branch of government that specializes in performing such a counselor function. It could actually be as important to the country in peacetime as the Pentagon is in wartime – but it would function quite differently. The key requirements would be that it have outstanding, unbiased expertise – and that it could not have the power to tell anybody what to do. In other words an advisory group, not a command and control group. Like a legal counselor in private life – someone who can make well-informed recommendations, but whom you can ignore if you want to.”

“Oh for God’s sake” Ridgeson exploded, “how juvenile can you get? The main goals of government are to run the programs the public wants and to reduce spending and keep the federal budget under control – and you’re talking about spending billions of dollars on an agency that won’t have the power to make changes? Get real! I can tell you right now that this is a total goddamned waste of my time. I wish I hadn’t come out here!”

Ridgeson scowled and crossed his arms, and began to glare at the walls and the ceiling as Bellander continued.

“Mr. Bellander” Smith said, “if the point is to provide counsel – why not just appoint a thousand or two thousand prominent citizens to a blue ribbon advisory panel and let them offer advice? Unless you stacked the deck, that would take the bias out of their opinions – and you wouldn’t have to add them to the federal payroll.”

“You’re ’way ahead of me, Joe” Bellander replied, with a strong note of appreciation in his voice. “That was one of the first things that occurred to me. And that would work – but not quite as well as the rest of this LVU concept would do it. The point you’re actually making is that there aren’t really that many future-oriented projects that the Congress needs to initiate in any one session – and since such advice is seldom time-critical, an advisory panel made up of smart people on the sidelines could apparently do the same thing.

“I brought that up to Malcolm, who’s the IPS guru” he said with a nod toward Malcolm, “and he agreed I – and you – had a workable answer there. But as the rest of this concept came to light he was able to make me see that the counselor function was only perhaps ten percent of the total value this concept represented. Let me keep going.”

Smith nodded and Ridgeson scowled, so Bellander continued.

“Now this agency might actually be as big as the Pentagon, with staffs of specialists in every field – enough highly informed people to be qualified to publish a list of recommended objectives to the nation once a year. Beyond that the agency would have to keep its mouth shut. There would have to be penalties if it took an advocacy position over an informational position.

“And as to staffing it, probably 90% of the expertise we’d need is on the federal payroll somewhere already, so we’re not talking about scouring the market for new people. And in many instances we might not even have to hire local replacements. In LVU jargon, those are OpSys people whose work requires them to keep themselves well informed – and who are close enough to the action to be able to see when new objectives should be set or old ones restated. And we’re not even talking about building a new office complex and re-locating them – just connecting them together in a computer network.

“I guess that’s not totally true – they might need one building to house their administrative activities” he said with an apologetic smile, then continued.

“One of the premises of Malcolm’s initiative planning sequence system is that the people on the firing line are usually the best qualified to choose tactics, and that many of them are equally qualified to decide on strategies or even redefine objectives.” He gestured toward the chart on the screen.

“This is just totally ridiculous” Ridgeson snarled. “It’s obvious, right from the start, that people like that would never give priority to the right things! They’d always be suggesting budget-breaking blue sky crap to solve their petty problems instead of what’s important at

the moment – and we already have enough trouble trying to keep the federal budget under control. That’s the way it is with all you think tanks – you’ve got no fiscal responsibility. I can tell you right now that the House and Senate would never agree with those people either – and if they did they’d seldom do anything about it. There isn’t enough money in the whole world to do all the stuff people like that would try to suggest. Making political decisions is tough enough without letting a bunch of amateurs try to tell you what to do.”

Bellander ignored him and continued. “All the jobs would be held under contracts. And the key appointments, such as department heads, would be subject to approval by the House. Moreover, contract renewals at every level would have to pass a House committee, and one blackball would cause a renewal to be rejected. We think that the elected representatives must have absolute power in that area. There should never be a chance for this counselor branch to develop into some kind of elite power structure. Power must always be tied to the ballot box, and the responsibilities of elected officials must always be tied to taxpayers wishes.”

“I can see where those people might publish a list of objectives the size of a Manhattan phone book, Andy” Smith said. “I think you’d agree that would be totally pointless.”

“You’re absolutely right” Bellander said, “but there’s a way around that, which I’ll get to in a few moments. But let’s assume Congress was willing to consider a limited number of such suggestions in one session. Congress would have to request cost estimates on ideas that interested them, and the agency would have to be able to do financial workups for each of its recommendations. And it would also have to provide environmental impact statements. And human impact statements. And, of course, legal impact statements. I’ll also come back to all those matters a little later if I may – but just keep in mind that investigating some new idea doesn’t mean you have to pass legislation on it. It just means you’re getting it into perspective.

“It was at this point that the LVU staff really caught my attention, though. They pointed out that this counselor agency wouldn’t be just some sort of academic group, sorting through old budget data and taking the word of other agencies on what was happening. Numbers are just one way to measure performance – but the real value of measurement lies in determining if objectives are being met. They’d have to be totally up to date on what was actually happening if they were to suggest purposes and objectives which could guide the future of the nation. The budget figures for current activities can’t tell you that.

“And they would have to be able to verify their information was correct – which means they’d have to be given the authority to examine every aspect of what the government was doing. That would put them in a position to give an annual report to the Congress, and to the voters, of what we were actually getting for our tax money. That’s far different from just examining budget numbers – it’s a matter of measuring overall performance instead of day-to-day expenditures. So what we’re talking about now is a savvy bunch of auditors who are not only checking up on how things are going – but are officially required to

point out where changes in strategies and tactics could improve the present as well as the future. And more importantly – to tell us where system changes might even be required.

“Today, Senator, you essentially have to take each federal agency’s word for how well they’re doing and why they keep needing more and more money to keep doing it. Each of those budget requests may be valid. Or not. You really don’t know. Administrative systems are seldom audited as to how well they’re achieving objectives. All you know is that you, as a member of the Congress, have to take the heat if things don’t turn out as you and the public want them to.

“And the president is in the same boat. When he gives a state of the union address, he has to take the word of admin people who have a vested interest in giving the best impression possible that everything is going OK. That’s why there is a so-called ‘loyal opposition’ speech immediately after he speaks. We all know things aren’t always as they’re pictured.

“This second annual report – which we have been calling a Status Report – puts you and the taxpayers in the same position as the CEO of a company whose accounting department provides him with proof of what his operating departments accomplished during the year. Now I grant that a corporation measures by money alone, and a government – which is dealing in human lives – does not. But you can’t get around the fact that taxpayers are focused on money too. Perhaps you should call this a Value Report or a Performance Report instead of a Status Report, if you see what I mean.

“And now I’m going to agree with your next comment before you make it, Joe – that that Status Report would be so big nobody would pay much attention to it either. Nobody, that is, except committee chairmen and committee staffs and cabinet officers and special interest groups and – occasionally – the news media. But stick with me.

“Suppose that a counselor agency investigator told the manager of a big governmental operation that he was going to have to give them bad marks in his next report. You can bet that that manager would begin taking immediate steps to correct the situation – in anticipation of the bad report. He’d want the report to also show that remedial action was already being taken.

“But please continue to keep in mind that our analysis shows it is usually the system, not the people, which is to blame. What we really want is to report that X is happening – and that Y steps are being made to correct it. We don’t want to fire people – we just want better results. And, as a matter of fact, so do the people running those federal agencies.

“As the LVU psychology people point out – failure to achieve successful results has the same effect on efficiency as corrupt practices have – loss of morale, loss of productivity, wasted budgets, et cetera. Our current system has no mechanism to measure performance – and as a result there is nothing to stimulate constant improvements such as this annual report process would generate. Government employees don’t go to work with the goal of

fouling things up – and if we’re forcing them to use bad systems, they would all like to improve those too. And they, themselves, can improve them if we give them the chance.

“In the business world they take such constant efforts to improve the system for granted – because they’re constantly comparing results-achieved against results-desired – but there’s no equivalent pressure for self improvement in the government mechanism. That’s because we lack objectives – set by the leaders – by which to measure productivity.

“Gentlemen, just gaining that built-in self-improvement mechanism would – by itself – be worth all the money you’ve been thinking this counselor agency thing might cost. And we don’t have to cause earthquakes in all the federal agencies to make that happen.”

Even Ridgeson grudgingly joined Smith in nodding agreement. “Perhaps – but I still think it’d cost ’way more than anybody’d be willing to spend though” he said. “You’re talking about the difference between real dollars spent versus long range promises on the come. Hard dollars versus soft dollars – that’s the way we have to look at things.”

Bellander shrugged and said “Plus I’d like to mention that such investigators could also provide an ombudsman function to all federal employees in all our bureaucracies”. This time only Smith nodded, while Ridgeson seemed to be deep in thought.

“But all that relates to OpSys functions, so now let’s return to the leadership function. The way LVU handles its own projects has opened my eyes to the real possibilities of this whole thing” Bellander continued. “As Nik mentioned, they have all sorts of experts on their staff, and all of those people participate in preparing their proposals. They call it BICO – which means best informed composite opinion – and here’s the way it works.

“All their people are hooked into a computer network, and their system is designed to produce three types of response – regardless of whether it concerns a new initiative or just a request for an OpSys improvement. And may I point out that none of this would have been practical before the electronic revolution came along. This is all new.

“The first type of response is a Flash Vote, which provides just yes or no answers to a question. They use that a lot more than I’d have thought they would, because it gives project people an easy way to doublecheck their opinions before they go ahead with a decision. A given number of people are assigned to be ready to respond to such questions at any given time, but everybody is encouraged to reply. The answer comes back to you in seconds – and the sampling of opinions is so big that it automatically neutralizes individual biases. I could give you a thousand ways the members of Congress could make use of that kind of BICO answer from a giant service agency full of well-informed people.

“The second type of BICO response they use here says ‘Here’s the kind of project we have in mind – what are the things we should take into consideration as we develop it?’. Everybody on the network takes a few moments and types in everything they can think of – with each item categorized by where it would fit into the IPS planning format – and

sends their answer to an editing department which sorts through the replies, eliminates duplications and clarifies fuzziness – and bingo, they’ve got a Flash Report, which is the complete outline for a first class finished report – and they can have an outline like that back in your hands within an hour or two. I’m sure you can imagine how often a committee chairman – or a cabinet secretary – could make use of that kind of service.

“Department heads on the OpSys side could use it constantly. That’s important, because the IPS always defines objectives first, while the typical OpSys need is focused on problems. This would help keep them on linear thought paths, even if the OpSys people based their questions on problems, because you can start an IPS plan from any point in the sequence and fill in the rest of the areas – which are called thought bins around here.

“And at that point a project team can turn that Flash Report into a Research Report, fully researched and cost checked, within a week or two. And I’m talking about the kind of report it might take a congressional committee – or an admin task force – anywhere from six months to two years to complete. LVU runs a bulletin board for each project, and any member of the staff can inspect the project as it’s being developed and volunteer further suggestions they think will improve the results – and that’s what people do around here instead of taking a coffee break. I’ve never seen such high morale or so much interest in maintaining high quality – and I’m convinced the members of Congress would love to have Research Reports like that in their hands before they started debating how they want to frame new legislation they’re considering.

“It’s the best system I’ve ever seen for giving all the decision-makers a full, clear perspective – right from the start, as well as while they’re preparing the report.”

Smith nodded and said “That’s the equivalent of open source thinking in the software game, isn’t it?”.

Bellander looked at him blankly, but Malcolm responded. “Similar, but not quite the same, Mr. Smith. The similarity is that you have a lot of outsiders helping in the debugging process, and that’s not an easy dynamic to create. The value of that approach is so high it’s not comparable to any other task force process. But the similarity stops there, because open source debugging comes from people who are actually using the system – and this thinking precedes that usage.”

“Are you saying” Ridgeson asked, “that we would do away with our own research people – and eliminate our committee staffs? I don’t see that happening.”

“Well, Senator” Bellander answered, “I think many existing governmental services should be folded into this agency, but I don’t see any way the committee staffs can be eliminated, if that’s what you mean – plus I don’t see any reason they should be.

“Let me return to that Status Report function to help clarify my answer. I see that report being published in several forms – one being an executive overview format and another

being a fully comprehensive report that includes all the details. In size, the first would be a checklist or a report card – but the second would be an encyclopedia.

“The executive overview would just give ratings from one to five, with one being the poorest and five being the best. Each department would be rated, and then every agency within each department would be rated – plus the independent agencies, I might add – and unless you saw low scores you could pretty much ignore the report. If every governmental agency got a score or three we’d be light years ahead of where we are now.

“If there were a few low scores, however, committee chairmen might want to ask their staff people to look into the comprehensive report and see why the low scores were given in their domain – and I think it would be safe to assume that the people over on the admin side of the fence would be doing the same thing.

“That’s the type of oversight information I said was not being made available to our leaders under the present system. I am not suggesting that Congress should take it on themselves to tell the Executive branch how to run their side of the government, but I am saying that the members of Congress have a right – and a responsibility – to know whether or not their budget money is being spent effectively. And of course – the taxpayers have a right to know too. This would give all of them a better picture of the bang for the buck they were getting.

“But without that type of feedback on the administrative process, the nation’s leaders – the Congress – will never be able to check up on the effectiveness of federal programs.

“But now let me return to that annual list of suggested objectives this agency will also be able to turn out.”

“You can totally forget that” Ridgeson snapped. “As Joe told you – and you agreed – the only people who are apt to read all that crap would be the bleeding hearts and the do gooders and the special interest crowds that don’t have any money to back them up.”

“Well, based on that description, Senator – I’d have to agree with you. And to be honest, there’s a part to it I haven’t talked about that may make it sound even worse

“You see, I’ve just been describing it as a list of objectives – and the fact is that objectives have to be preceded by statements of purpose.” He gestured toward the cascade chart on the screen. “You can call them purposes or mission statements or reasons-why for initiating action, but in any event IPS requires a Statement of Purpose to describe why you want to take action, and what you expect to accomplish by that action – before you name the objectives you’ll use as measuring points.

“The reason for that is that once you’ve defined your Statement of Purpose – your list of objectives may vary. For example, is it your purpose to fly across the country and back in one day, or is it your purpose to take a month to complete the trip? In other words, the

IPS format requires that you declare why you want to take the trip before you open your map and start making specific plans and setting specific objectives.

“My point is that what I’ve been calling the Objectives Report could in fact be called the purposes and objectives report. Which means that there might be a relatively small number of purposes prioritized as matters for which the leaders should consider taking action, but a rather large list of prioritized objectives suggested. You’d separate new business from old business as far as the list goes – but the prioritization becomes the key in each instance. The operating people over on the admin side might want to discuss changing objectives with the Congressional committee chairmen they answer to – but only Congress can choose the purposes which are generating those objectives.

“So our suggestion would be that the members of each session of Congress survey their constituents as to which purposes and/or objectives they felt were the highest priority matters – and then have that session of Congress pass a resolution suggesting that the next session give those high priority concerns the highest positions on their agenda.

“And let me point out that that does not assume those high priority topics will come only from the counsel’s list each time – although most might. It does assume, however, that the counsel’s list will have been used to stir up discussions among the voters before the local surveys are actually taken. And more to the point – what that agenda would really represent would be the public’s interest in finding out what each item would cost. The following session of Congress might order thirty or forty Research Reports because of that agenda – and perhaps decide that all but one would cost too much at the present time.

“Malcolm’s people have pointed out to me that corporations plan their budgets at least two years in advance – which is, coincidentally, the same as a House member’s term – and they recommend that Congress should be planning two years in advance too, regardless of who gets elected or re-elected. All that means is that the current session should be recommending agendas for the next two sessions of Congress – which seems quite reasonable to me.

“That doesn’t mean Congress would be taking action on all those suggestions, but it does mean they could be ordering Research Reports on all of them, and getting all those things into perspective as time goes along.

“That’s the same way the public goes about deciding what to buy and what not to buy in their personal lives – because that’s the way that makes the most sense if you want to stay in control of your future – and your budget. First you plan, then you allocate – and there’s no reason we couldn’t run the federal government the same way.”

The two men nodded thoughtfully.

“Now let me talk a little more about those Research Reports this agency could generate” Bellander said. “It is standard procedure around here for a Research Report to offer three

levels of workup – three different Statements of Purpose – and they use a medical analogy to explain why they offer to do it that way.

“They call them minimal, optimal and maximal sets of options.

“Level one is the cheapest method which will provide relief – the kind of thing which at least treats the symptom if you don’t have the time or money to address the cause. Level two is the optimum treatment – the sort of thing you’d normally expect from your doctor. And level three is the money-is-no-object solution – which is the approach you might have to adopt to fight an epidemic or some other emergency. Congress wouldn’t necessarily want three levels of workup every time, especially if they had a clear Statement of Purpose in mind when they made each request, but having all three options can be very useful in deciding what you want to put in the budget right at this moment.

“As you can see, a different set of objectives would apply, depending on which priority of purpose Congress might choose. Those sorts of decisions would have to be made by the elected officials and the voters they represent – not by the agency – because you simply do not leave such choices to OpSys people who aren’t directly accountable for the results.

“But what I’ve just described, gentlemen, is a way to put the Congress of the United States in approximately the same position as the CEO of a corporation – put them in a position to draw up effective strategies quickly, provide realistic estimates of what it would cost to initiate, maintain or expand activities, and provide trustworthy feedback on whether or not things are going the way they expected.”

Bellander could sense that the feeling of tension had left the room.

“I think that Status Report is what you should have told us about first” Smith commented. “This Objectives Report is important too, but the Status Report has the kind of information that’s most important to the leadership.”

Bellander nodded and said “I can understand why you might think that. To go back to what I said at the beginning – whoever controls the money and whoever decides what gets measured controls the power in either a democracy, a corporation – or a dictatorship. And in any event, according to the Constitution, that describes the power of the Congress, not the president. And gentlemen, the system I’ve just described adds the missing gears to our democratic machine – gears that our founding fathers didn’t even realize it needed. The first of those gears is the one that causes the leaders to provide objectives, while the second one is the measurement of the attainment of those objectives. You can always expect the people in the Administration to set their own goals – but you can’t always be certain their sub-goals are precise mirrors of your goals.”

“Gentlemen!” Nik boomed, “we assembled here to answer questions for you. I don’t hear you asking any questions. Are we so far out in left field that you don’t even think our work is worth discussing?”

“Aside from the enormous costs that might be involved” Smith said, “I can see where you may really be onto something after all. It’s all beginning to become clear, Mr. Lexus.”

Ridgeson gave Bellander a couple of quick glances and almost smiled but didn’t say anything, so Bellander continued.

“Senator, let me give you an example of how this might work. I presume that your time in military service has made you more concerned than most about our future oil supplies, and that most of your constituents support your concern – and that you can’t seem to get your colleagues to give this important matter the priority it deserves because they’re more preoccupied with current problems than with future problems.

“Now let’s imagine that this agency had started operating back in 1900, and that item number 250 on their list back then was a concern that the country should start planning to be ready for the time when oil supplies ran out. Nobody would have taken it seriously, even though it was obvious there could only be a limited amount of oil in the ground. There just weren’t as many petroleum-driven engines back then – and since we’re a problem-driven nation instead of a goal-driven nation, very little sense of urgency would have developed.

“As time passed and the counsel experts became more concerned about the matter though, the higher that topic would have gotten on the agency’s annual list of suggested national objectives. The higher it climbed, the more people would have included it in their campaign promises, and the easier it would have been to get it on the main agenda – and taken seriously – because the news media would have been reading that list and talking about why some long-range planning needed to be done.

“With that publicity, the public would have begun to share your concern about the need to take action before the problem became absolutely critical – to their grandchildren. So that item would have eventually come up on the agenda – and perhaps even into the party platforms. And today you would be better able to get your colleagues to appreciate your concern – plus get the public to better appreciate your leadership.”

Ridgeson was listening to him now, and with a grin at Nik he replied “Just how old do you think I am, sonny? Besides, that’s a bad example. We have plenty of oil.”

Bellander smiled and said “Sorry if that sounded like a reference to your age.”

“Senator” Talia said firmly, “it’s true that there is probably have enough petroleum to get us through the next 75 to 100 years – but we’re looking farther into the future than that. And it’s theoretically true that the earth has enough petroleum-based reserves, such as coal tar, to last for 1,000 years, if we could afford to recover oil from them. Which we can’t, without upsetting the world’s economy completely. Andy gave you a perfect example of the sort of things leaders must take into consideration.”

Smith looked at her admiringly and said “I noticed the sign outside your door. It made a very good impression on me. Is that your personal mission statement?”

Talia smiled at him and replied “Mom and Dad created that. It’s the Lexus creed.”

She and Bellander exchanged smiles and Bellander continued. “What I was trying to illustrate is that the leaders – the Congress – should not wait until some president made a policy decision to try to cause action because of his concern about the rising costs of oil. The nation needs forward-thinking initiatives from its leaders, one decade after another – regardless of whether there’s war or peace. If you wait for the operating system people to bring it to your attention, you have let a lot of very valuable time slip away.

“Furthermore, while this example might have resulted in a few relatively low priority initiatives in the first few decades, each of those steps would have been tied into a long range master plan – a part of a long range master budget, with a minimum of the kind of wasted time we always experience when we try to do everything at the last moment.

“The House and the Senate would have had Flash Reports as starting points for their discussions, without you having to do all that research yourself. You could have kept to your normal schedule but still headed up the committee considering the matter. The agency could have prepared Research Reports for you and done cost workups for you – even though nobody would have had to act on their suggestions at any point in time.”

“You’re actually talking about trying to project budgets five or ten or twenty years into the future, aren’t you?” Smith said. “I’m beginning to see some extra value in this.”

“Mr. Bellander” Ridgeson interrupted, “perhaps you aren’t aware that the Congressional Research Service and the Congressional Budget Office already do most of that for us.”

“They do an excellent job of researching and gathering data” Bellander smiled, “but they are not expected – nor broadly qualified – to make recommendations advocating far reaching legislation. They’re simply too specialized. I agree that they do a good job, and that they do the best they can with the resources at their disposal.

“But the fact is I am talking about consolidating services like the CRS, the CBO, the GAO and the OMB – and making it easy for them to function as a coordinated group, working with carefully audited data – and then allowing the leaders in both the Legislative branch and the Executive branch to ask for their opinions. Those opinions would be accumulated in BICO mode – think of that as being a fast, fast, fast electronic survey – and because you’d be sampling a very large number of best-informed-composite-opinions, you’d automatically compensate for biased or overly-specialized points of view. And, a bit at a time, you’d become really able to tell the public what they could buy – and what it would take an increase in taxes to buy, if they really wanted it.

“As I said before, most of the expertise we need for doing that is already on the federal payroll. What is missing is the ability for them to communicate what they know, and to get the public to understand, agree on and support courses of action that they feel should shape the nation’s future. You can’t do that if the voters are forever focused on today’s problems instead of future objectives. Or, as the LVU staff describes it – forever willing to scratch the itches instead of trying to kill the mosquitoes.

“On a slightly different subject, however, there is a concern that the agency could be overwhelmed by becoming too popular – especially since it would be used by both the Legislative and the Executive branches – or perhaps even the Judicial branch. For that reason, we think they’d have to charge fees for their work.

“Neither Congress or the administration would have to ask the agency to do Research Reports on every subject, of course – but it would be good politics to obtain a lot of cost estimates, if for no other reason than appearances. You know what I mean. On the other hand, as Joe pointed out, if there were a thousand suggestions on the counsel’s annual list, making them do cost workups on each one would be an overwhelming work load. That’s not the way to make the best use of their expertise.

“And if nobody’s constituency showed much interest in 750 of those suggestions at the moment, that’d be 750 you could ignore for the yime being.”

“Bellander” Ridgeson interrupted, “I still can’t believe you’d think a group of people without any political instincts would be qualified to prepare proposals that didn’t match the positions of the ruling political party. Without that support they’d never get anything passed. And the first time they made a mistake – backed some crazy idea that couldn’t pass – would be the last time anybody listened to them. Let’s get really real.”

“He may be right, Andy” Smith said. “It’s obvious there would always be some factions who might want to challenge their opinions – and I suppose you’ve got it figured out how to keep such opponents from muzzling them, haven’t you?” Bellander nodded. “Go ahead” he said, “I want to hear you out.”

“The fact is” Bellander replied, “we’d just have to let the chips fall wherever they may. As I pointed out at the beginning, this is a counselor service – and you do not have to take the advice of a counselor. If one political party swept an election and adopted an agenda that completely ignored what the counsel had been suggesting – well, that’s what democracy is all about. But they’d have to keep proving to the news media they were right, one annual report after another – and that could turn out to be a trial by fire, because you know damned well the opposition party would be building a counter-case.”

Bellander smiled and continued. “But let me go back to this matter of fees for services. There wouldn’t be any charge for a Flash Vote – the yes/no sort of thing. The agency could handle hundreds of those a day. And there would only be a small charge for a Flash Report, because it is just a kind of sophisticated survey. There would have to be a larger

charge for a Research Report project that took a couple of weeks of intensive work, however. As they say – there ain't no such thing as a free lunch.

“So all the key political leaders would be allocated budgets they could spend to purchase the Research Reports. That would include the leaders of the House and the Senate plus all their committee chairmen, plus each of the cabinet officers, and the president. If anybody else wanted to buy a report, they'd have to get somebody with a budget to buy it for them – and that would give the leaders another chip to bargain with in the business of trading political favors.”

Ridgeson nodded agreement. He was clearly visualizing himself in that position.

“Regardless of who paid for them however, everyone would have a fairly trustworthy estimate of what impact each project would have – on the people, the environment, the federal budget and the nation's economy. And all of those reports should be on the public record – and they'd begin to be referenced in that annual giant book I'm calling the Objectives Report, and eventually all the interesting ones would have price tags attached. Which means we'd be slowly assembling what could turn out to be the elements of the budget of the future. As you said, Joe – 10 or 20 years down the line.

“What I meant to describe was that the actual workups could be kept in electronic files, available for review by all interested parties via the Internet – but probably only the price tags could be shown in the Objectives Report rationale section.

“And I think you're about to say, Joe, that a lot of proposals might get tabled because of budget disagreements. That's absolutely true. But after four or five sessions of Congress we'd have built up a stack of such researched, but tabled, proposals. A big stack – of proposals that interested the taxpayers. And we'd have made a significant investment in buying reports that the Congress could use in long range planning.

“Slowly but surely, the public would be getting an idea of what it would cost them to buy the things that appealed to them – and then the public would begin to actually set the priorities they wanted to guide their nation in the future – and elections could be won or lost based on who endorsed what objectives. It's not a quick fix thing – just common sense long range planning.

“It's like a young couple getting married and finding out they can't afford all the things they'd like to put into their new home. A bit at a time they'd sort out their have-to-have list and their wish-we-had list. It'll be the same thing with the government. Once the public gets used to making the tough decisions instead of forcing the politicians to make them – the public will begin to have better control over and accept responsibility for their government.

“In fact, Senator, future senators in your position may find the public was willing to raise taxes in order to buy some of those ideas. And the public may surprise future politicians by telling them to do away with programs they thought were set in concrete.

“That assumes, of course, that we give this counselor branch the power to gather all the facts – from industry, from academic research and from the various government operations. They must be both fully informed and unbiased – because they must be an absolutely unimpeachable source for facts and advice. They wouldn’t necessarily make tactical recommendations, you understand – unless the request had come from the OpSys side – but they could block out good solid strategic thinking where initiatives were concerned, and they could say ‘We’ve based our cost estimates on the assumption that such-and-such tactics will be used’.

“Or they could be used to corroborate budget increase requests from the bureaucracies.

“So what started out as an agency designed to help counsel the voters on which objectives were important – would now have also become a service agency, doing extensive workups for Congress and the leaders of the Executive branch. And why not? They’d be qualified and available. And the savings in planning time would be simply enormous.

“And, as you pointed out, Senator – if their proposal was valid but maybe a little lacking in priority, nobody would have to actually act on their suggestions at the moment. The other side of that is, however, that their reports would put all the pluses and minuses on the table, and any demagoguery or phony distractions that popped up during the debates could be exposed pretty easily. And that would be the best possible way to keep others from telling lies about the facts or from misstating where you stood on this or that issue.”

Ridgeson’s eyes widened noticeably and he nodded his head slightly.

“In the big picture, though” Bellander continued, “what the Congress and the public would be getting would be perspectives on how much we could afford to spend on each new initiative or each change of the status quo – now and in various years in the future – and what we were getting from our current programs.

“And those reports would also include impact estimates on how each action would affect voters’ lives and their environment. Those are the kinds of estimates you and your friends at the FPA have been trying to make, Senator – and as we all know, it’s a lot easier to critique somebody else’s work than it is to do the original work yourself. You wouldn’t have to accept the CA’s estimates or recommendations, but they would help you be a lot more effective in promoting your own ideas as legislation developed. And, as I said before, you could actually get such important legislation considered, discussed and passed without any really significant additions to your normal workload.

“Or you could still do it the old way, if you wished.”

Both men were listening intently now. Ridgeson started to speak, but held his tongue.

“But the really important perspective to this picture” Bellander continued, “is that it actually puts the public in charge of their government by letting the sunlight in, so to speak.”

“I love that Status Report” Smith said emphatically. “That’s how we start cutting fat!”

Ridgeson’s face showed concern however. “I’ll have to think about that” he said.

“Worried about some of your pork barrel proposals, Senator?” Nik asked.

Smith began laughing uproariously, and Ridgeson grinned at him. “It’s turning out that you guys are dangerous in ways I never thought of” he said good naturedly. “I do like the general gist of where you’re going with this though, Andy” he said. “I have to admit I was expecting some sort of wild-eyed idea that tried to change the balance of power, and it’s obvious you people have done a lot of thinking about that. As I see it, you’re essentially creating an agency which could offer the same sort of advisory service to the Congress that the president’s cabinet officers offer to him. Right?”

“Yeah!” Mary said, explosively, and she and Malcolm began to clap their hands in approval. Ridgeson was obviously surprised at their response, and a pleased look came over his face as he continued.

“On the other hand, I think I can see the possibility that this thing could practically turn into a fourth branch of government. And it may place way too much reliance on electronics and technology.”

“That’s very perceptive, Senator” Delia said. Both Smith and Ridgeson fell under her spell instantly, responding to her smile and her unmistakable voice. “It’s all a matter of semantics, though, don’t you think? After all, we’re talking about an agency that need only be created by Congress, not an actual new branch of government that would require a change in the Constitution. It would really only be a service agency, and it would have to answer to Congress to get its own budget. But I agree with you – it would be as valuable to the nation as a fourth branch of government would be – if one was needed.

“It could become more important to the nation as a whole than any other governmental agency. It might even deserve to be called a fourth branch – even though its only power would be the power to inform. Our code name for it around here has been to call it the Department of Peace. All that can be discussed later, of course. I think the one question which should be asked about its cost, however, is this – how on earth can we justify letting the military establishment spend money to buy the latest electronic systems, yet deny the Congress of the United States the right to be just as efficient?”

Both men nodded, and both continued to stare at her, their appreciation how she fit into the overall picture obviously continuing to grow.

“Gentlemen” Bellander continued, “let me reiterate two things. One, as I stated before, we feel that any member of Congress should have the power to blackball contract renewals of agency personnel.”

“That seems a little extreme” Smith said. “Is that really necessary?”

“Absolutely” Bellander replied. “We do think the name of the person doing the blackballing should be made public, and then he or she could give their reasons-why to the public. And whether they were right or wrong should be decided at the ballot box. And dismissed employees probably wouldn’t have any trouble at all in getting a new job.

“But the reason for that has to do with my second point. The counselor branch would obviously have to have unlimited power to investigate what is currently going on if they were to be able to publish a valid Status Report on governmental operations. I think it’s safe to say there will be resistance to letting them have that kind of power. There are too many people who have a vested interest in not rocking the boat. In fact, Senator – the concern you had a moment ago about them becoming a fourth branch of government is real. We think that power to terminate contracts would be the way for Congress to assure itself the agency was squeaky clean in its conduct – and neutered of any political influence. That – and of course your control over their annual budget – is a necessity. There should be no doubt that Congress has absolute control over them – as per the Constitution.

“But I want to make it clear that I am going to make the speech Nik mentioned – and that I am going to tell the American public that this counselor agency absolutely must have the power to investigate everything. I might be willing to make an exception and exempt some of our top secret agencies from that kind of published report, but I feel rather strongly – based on my personal experience – that they should be included in that kind of internal surveillance. Perhaps Congress should get that report off-the-record. But I simply don’t think the Congress is getting the kind of information they need to discharge their responsibility of having oversight. And I guarantee I’m going to strongly recommend that these people be given the authority to investigate everything.”

The two of them nodded, and Bellander continued. “However, Joe, I also want to respond to your comment about cutting out fat.

“The people here at Lexus Valley have given me a different perspective on that than I had at first. First of all, they don’t think the CA should be an instrument of punishment – it should be viewed only as an instrument for improvement. They think that if a CA investigator found an objectionable situation, the first thing he or she should do would be to counsel with the top people responsible for that operation. The agency investigator would simply say ‘Look, we’ve found this problem, and I’m going to have to describe it in

our annual report or risk being charged with malfeasance on my part – and I’m not going to risk that – so you’d be smart to start doing something about it, right away’.

“That threat of bad publicity would help keep agencies making a continual effort to correct problems and improve efficiency. We can’t expect to improve operating efficiency just by letting the news media put dirty laundry on display though. All that can have is an after-the-fact impact, primarily because the news media doesn’t have access to the right kind of information before-the-fact. If the agency is threatening to publicize activities which don’t achieve their assigned objective, there’s going to be a lot more attention given to operating quality by the higher-ups, on a real time basis. Our current system doesn’t provide a catalyst for constant improvement like that. Corporations have it – but the government doesn’t.

“But if the system is the problem, firing the manager – or the entire staff – won’t guarantee you’re achieving a correction. This all goes back to the realization that what we’ll often have is a system problem – not a people problem. We must always look to correct the system first – then look at the personnel. In those cases where the agency felt the workers were doing unnecessary work, or doing their work badly – it would start by asking who commanded them to do the work, and whether or not they were trying to achieve valid objectives. If it turns out their whole function is redundant, perhaps that whole activity should be terminated – but you shouldn’t do that just because of one bad report.”

“Isn’t that what elections are already about, Andy?” Ridgeson replied. “If the people who are responsible don’t use the whip, people like me won’t give them operating money because we’ll lose our jobs if we do. We all know we’ve got a lot of bad management going on, and I think we’ll start doing a hell of a lot of whipping once those reports start telling us who to whip. You’re too namby-pamby there.”

“Whipping can only provide corrections after the fact, Senator” Bellander replied. “We shouldn’t wait until the results are in to decide whether the work is being done right. Self correction is taken for granted in business, but it’s a fairly new paradigm for most of our government operations.

“What I’m saying is that the CA will need the authority to investigate what’s happening and to look in every closet in order for the public to trust that Status Report – and if you’ve given all the employees a reason to cover up mistakes instead of try to cooperate in getting them corrected, you’ve automatically impaired the efficiency of the investigators. You simply can’t do a reliable investigation and audit if you’re giving the people reasons to hide the facts. If you want to improve productivity, you don’t whip the people – you help them. And they’ll help you uncover the real truth of what’s going on.

“Government employees are taxpayers too, you know. They’re concerned too. And in many cases their value to the government lies in the learning curves they’ve accumulated, not just in their paychecks.”

“I don’t know about all that” Ridgeson continued. “In the first place, the flesh is weak – and that system could allow a lot to be swept under the rug. Money talks, you know, and even your system wouldn’t always root out corruption – in fact it might even tend to encourage it. Plus, in my experience, that kind of investigation would always be at least a year or two out of date. Have you thought about that?”

“Yes, you’re right, and no, you’re wrong, and yes, I’ve thought about that” Bellander replied with a grin. “As to your second point, putting the report on an annual basis would mean that in the worst case your facts would only be twelve months old – and the corrections might already be eleven months old. And on your first point, we could make sure a different set of investigators did each audit every year. It might be possible for a little corruption to creep in, but we’d have a built-in alarm system.

“That’s why I think the CA people should try to get the corrections going behind the scenes, prior to their report coming out, so they could describe the corrective action that was already underway. That is where they turn into agents of change – not just counselors or advisors. And in terms of improvements in governmental efficiency and productivity, this one activity will more than pay for the cost of having a counselor agency – a hundred times over. In fact, it is theoretically possible that this could eventually make our government operate as efficiently as a top notch corporation.

“If you can find the time to take a tour of the operation here, you’ll find that electronic networking can be set up so as to cut those time lags from months down to hours or even minutes. I know you’re busy, but I think that tour would open your eyes the same as it did mine.

“With this approach we can redefine what democracy is all about. Totally redefine it!

“To continue with where I was going, however – whenever you talk about cutting out fat, you’re also talking about the risk of cutting out muscle – which means cutting out learning curves. I’m going to be making the same recommendation to the government that LVU makes to its corporate clients – that where administrative services are concerned you should plan ahead, and when you cut out programs you should make an effort to keep the most experienced people. They may be the higher paid people, but those learning curves are much more valuable than I ever realized.

“A corporation will frequently think it can fire its higher priced help and then if necessary replace them with lower priced help. LVU has data which show that it can take from two to five years to compensate for all that wisdom they’ve dismissed, and in the meantime their efficiency, quality control and productivity are at high risk – or shot to hell. So I’m saying that we can expect the agency to uncover programs that need to be terminated – but we should be planning ahead so we can salvage all or most of the personnel. I know that sounds backwards to what common sense might suggest, but I’m convinced it makes sense. We’re all accustomed to thinking in terms of not losing production line skills – but

when we're talking admin we usually think of repetitive clerical work and we think those people are easy to replace.

"However, when you're talking about discretionary decision-making that just isn't the case though – and today's governmental procedures often require a lot more discretionary decision-making than most people realize. You can cut a lot of people out of a bureaucracy and it'll appear to continue to function the same as usual – but it won't be. And if you're making those reductions because you've changed the system, you'd better be damned sure to keep those old learning curves around. For awhile, at least.

"No, sir – the best way to reduce the payroll is always through attrition, if possible."

"I guess we could settle that when the time came" Smith said. "Situations vary."

"Right" Bellander agreed. "But now let me talk about another aspect of all this. Imagine all the major nations, each having their own versions of a counselor agency. And regional consortiums of the smaller nations having their own jointly operated agencies as well. And all of them tied together – but with perhaps a certain amount of security for their financial and military information, etc. You don't need to know everything about your neighbor in order to get along with him and cooperate with him. But those countries actually wouldn't need to be any more independent than our own states are.

"What I'm saying is that we could establish an effective world government without any nation having to answer to the demands or commands of other nations – so long as it didn't abuse the human rights of its own citizens. We could agree on global objectives and strategies – with the options of having different ones in different parts of the world, depending on the varying conditions.

"It wouldn't be simple, I grant. But as long as the planners just use IPS basics – it would work. You see, this paradigm is not about brokering power among the strongest, it's about putting information in the hands of citizens who have never had access to that kind of information – or the time or opportunity to get it. And once the people had access to information – all kinds of governments would find themselves turning into democracies.

"Access to information is the factor that's been missing here in the U.S. – the one that'll keep the public informed and involved, but which they don't have the time or inclination to gather on their own. It's a matter of time frames. Of course it might take a few decades before the movers and shakers in authoritarian types of governments stopped trying to beat the new system – that's to be expected – but we can show that the benefits of cooperating would outweigh the benefits going it alone as bigshot dictators. And eventually, if we just base the whole thing on common sense logic instead of trying to manipulate political power structures, average citizens can govern the world."

Bellander noted the dubious looks on the two men's faces and said "That's not quite what I intended to say. What I meant to say was that the world could govern itself, because

we'd have provided a way for people to get along with each other. That's what we've always been trying to do – but we've been going about it wrong.”

“I don't think you should put that into your speech, Andy” Ridgeson muttered. “I think you should just stick with this Status Report thing and mention the goal setting thing, and let it go at that.”

“OK” Bellander agreed. “But – if you think about it – that enlarged concept could have a big impact on our military thinking. The reason you have a military establishment is to protect yourself from aggressors. Period. And if there are no aggressors, there's a tendency to try to use your strength for humanitarian reasons – play schoolyard cop, as Nik puts it. That's the way we explain away the so-called police actions where our people keep getting killed. But the fact is that, in the big picture, all we're doing right now is acting as vigilantes – and that's the opposite of how we claim everybody should be acting.

“These people have figured out how to operate an international police force and an international army, and still keep them – and the politicians – under the control of the civilian populations.

“When I showed up here and the LVU people started saying these things, my training as a fighter pilot told me they were dead wrong – and I really reacted against what they were saying. But then, as I re-examined my own political beliefs, I began to see that just about every damned thing I'd taken for granted was at least a little bit off base. And I began to realize that a hundred years from now we should have an international government and an international military establishment – and what I'd been thinking of as a defense department should be part of a larger thing I could only describe as an international police force. We might still have a big defense budget – but it would be used for a completely different purpose, and it could produce superior results.

“I agree with you, Senator, that that's too far into the future. And I don't intend to refer to it in my speech – but when I put on my diplomatic hat instead of my Air Force hat, I find that being a member of a vigilante group doesn't really make sense. That came as quite a shock to me – as I'm sure it will to you two gentlemen – but it will come to you.

“But, to go back a bit, I want to discuss a little more fully the idea that the investigators from the counselor agency would be in a position to act as ombudsmen for whistle blowers. Now there are already laws to protect whistle blowers, but the laws don't give any assurance a real correction will be made if the complaint turns out to be valid. We know there are problems being caused by personalities, and there are problems being caused by stupidity, and that management always feels an obligation to protect accused managers, just for the sake of saving face if nothing else. Too often, not enough is done to get to the real root of the problem when somebody does blow the whistle.

“And too often the system somehow ends up finding a way to punish dedicated people who are working their butts off and trying to improve things. The CA investigators would

be in a position to not only respond to valid anonymous complaints – they could see to it that valid corrections were made. Permanent corrections. My point, once again, is that those CA investigators could not only cause improvement, but they could do it in a positive manner, and they would not have to be law enforcement officers to do it.

“The fact is that when a worker in a bureaucracy blows the whistle on something, it seems to be a challenge to power instead of a complaint about quality – because bureaucracies tend to be inflexible systems. In such a system, management is often not as interested in correcting the problem as they are concerned about protecting themselves. Once you bring the counselor agency publicity into the picture however, management will be motivated to be more flexible in their response – especially if the problem can be attributed to the system.

”The CA investigators can use that fact to produce cooperation instead of confrontation. Psychologists say you can’t motivate somebody else – but you can give a person or a nation a reason to self motivate themselves – and you don’t need to do it with force. The fact is that it’s immunity to discipline that corrupts – not just power by itself.”

He glanced at Talia, and Smith’s quick eyes caught the glance. “I think you’ve had some good instructors, Andy” he said. “And pretty too.” He stared at Talia for several seconds, then smiled at Bellander and said “Immunity to discipline is what corrupts? I never thought of it before – but that’s as plain as the nose on your face, isn’t it? And this way enforces discipline the easy way, doesn’t it? That’s really good stuff.

“Nik, my opinion of this place, and your people, and what’s going on here, is light years different from what I was thinking when I got on that plane this morning. I’m impressed. But I’m still leery about a few things, though.

“To tell you the truth, I’m sitting here feeling guilty. One of the things that turns up every time we survey our members is that they want to downsize the government – and here I sit, agreeing that it sounds like a good idea to make it even bigger. That’s a tough one.”

Nik laughed. “Sorry” he said, “I’m not laughing at you. You made me remember what happened to a friend of mine, a TV anchor man whose name you’d know very well. I briefed him on our thinking a few years ago – back when we were first developing it – just to get his reaction. He liked the idea too, but then he made the comment on the air that the government might have to get bigger before we could make it smaller – his co-anchor attacked him like a tiger, right on the air.

“Your point is well taken. Everybody is fed up with the government getting larger and larger. That’s why we felt it was so important to get Senator Ridgeson out here to give him the full picture. He was having the same reaction we had when we first came up with this idea – the same reaction that co-anchor had, the same reaction Andy had and the same reaction the public is going to have. And I’m sure you see why we shanghaied Andy into

being our spokesman, don't you? Who would take a band leader and an ex movie star seriously on a matter like changing the federal government?

"The real reason we invited you out here is, if it's possible, we'd like to have the senator tone down his public disagreements with us until Andy has had a fair chance to present what we have in mind. Would that be acceptable to you fellows?"

Smith glanced at Ridgeson and they both nodded.

"It really is one of those things you can't talk about out of context, isn't it?" Smith said. "Unless the next guy understands where you're coming from, you can't even discuss it intelligently with him. I can see why you've had to keep it a secret up to now.

"On the other hand, Nik, my people have put together tons of research to support why we feel so strongly that downsizing will help everybody. Better efficiency. Better control of the budget. Better government over all.

"But I think we can show that if this idea is adopted, it will open the door toward eventually making many of those reductions and achieving most of our goals. There would be an up-blip in the budget and the body count of employees while we were putting the new agency in place, then – within a few years – the reductions would start. And we'd be able to make cuts logically. Yes, I can see where we can give you strong support after Andy makes his speech.

"That first annual report will be the one that interests the big picture guys – the strategists – but the second report will be the one that gets us realists excited. And I goddamned well guarantee we're going to be in favor of letting that counselor agency have full power to investigate everything. Once we begin to get their reports on who's doing what, and why, and how well they're doing it – heads are going to roll! Everywhere!"

"Joe" Bellander replied, "I just explained that's exactly the reaction I don't want to cause. Not short term anyway." Smith looked at him with a mixture of amusement and concern.

"Oh, I agree" Bellander continued, "that in the end we may reduce the numbers of federal employees – but it isn't the workers who are the enemy of the budget, it's the system. We probably have a lot of programs that should be terminated, point blank. That's a given. And high tech improvements in efficiency and productivity will probably reduce the numbers of people needed for many jobs – but we'll have to spend money first as we upgrade to that point. It'll take several years before get into that new position, and we don't want to disrupt our current operations by trying to get there too fast.

"What I was trying to suggest – without damaging my case – is that the staff around here has warned me about not doing away with the old until you're sure you've got the bugs out of the new. If you put in a fancy new system and do away with what you've been using – and the new system goes down – nobody's going to be very happy. You need to

do it in stages. And if you start chopping off heads and then find the problem was the system, not the people, you've got a long term morale problem on your hands. Like they say in the Navy – the bigger the ship, the longer it takes to turn it around.

“Plus, as I said, I simply can't endorse throwing all those learning curves on the junk pile and calling it an improvement. Our current federal employees represent a very valuable resource – because this is the information age or, as Delia calls it – the Age of the Mental Artisan.” He exchanged smiles with her and continued.

“If the public wants to reduce taxes, then the employees may have to go when the programs go. I agree it's wasteful to keep people on staff with nothing to do. But this Status Report would show exactly how much bang for the buck we're getting for our tax money, and those very people you're talking about firing are the ones who can show us how to get even more bang for the buck with the programs we keep.

“The experienced ones, the most valuable ones, will probably be making the larger salaries – and those are the ones a corporation might be inclined to ax first. But a lot of corporations have put themselves out of business just by trying to save salary money. If you assume the workers are the problem, you're very probably throwing away people who know more than anybody else about how and where the corrections should be made. One of the tenets around here is that tactics are best devised by the people who must use them.

“That leads me to think that – while it may seem to be a good idea to terminate a million workers – the best ones should be kept and transferred to other activities. Perhaps even placed on detached duty to work on corrective task forces, and the reductions would be the ones who simply had to go – but even those should preferably go through attrition. Let's just not use redundancy as the only criterion for firing people.”

“Mr. Smith” Malcolm said, “in our consulting work we frequently find ourselves in a big meeting with a lot of new young executives who think they're young stallions, raring to go – and there are usually a couple or three older people at the table who know more about the company's history than all the new guys put together. Our opinion of the new guys is that none of them have read the minutes from the previous meetings – so we're always a little wary of trusting their quick decisions.” He and Mary exchanged smiles and he said “It's the same thing with government personnel. You ignore history at your own peril.”

Smith gave him a quiet smile, and Bellander continued.

“I don't want to promise the taxpayers a big budget reduction in terms of payrolls. Not up front, anyway. But I think we can promise an unprecedented amount of control of what their taxes are spent for, and we can promise that overall program productivity will go 'way up, and productivity improvement in today's programs could easily offset what the salary component represents. Which is to say I'm convinced we can offer far more services at the same rate of taxation if we keep most of the present employees – for a

while at least. And avoid the training costs for new hires if we found we'd acted too hastily.

"I'm just trying to be realistic. There is a certain amount of work which has to get done for the programs we keep, and those workers won't have the time to serve on task forces to develop improvements, even within their part of the system. If a whistle blower tells the counselor branch about a problem, you see, that doesn't mean somebody can snap their fingers and come up with a system improvement overnight. Those things have to be thought through and then installed carefully, because a change in one area can cause a new problem in another area. Et cetera. So we'll need task forces – and that's where those existing learning curves who might have been fired can become very valuable. Those people can help us turn words and promises into improvement realities. They'll be the linchpin between promising the words and doing the deeds.

"If I'm not making myself very clear on this learning curve thing, let me put it this way. If you have two million employees, and every year one percent of them come up with good ideas for improving the way government work gets done – that's 20,000 good ideas that should be put to use. And if you simply terminate one-fourth of those people out of hand, you've forfeited 5000 good ideas that we ought to be putting to use. See the buried gold? The dollars saved would probably pay most of the salaries of the people you'd let go – and you'd be essentially getting all that performance improvement for free.

"But the other side of the problem is 'How are you going to find the time and the people to implement those 20,000 good ideas? That's what you really set out to do – and the people already fully employed won't have time to do their regular jobs as well as attack the problems or develop plans for implementing all those suggestions.

"So – to go back to that first annual report – you can see that one category of objective it recommends will have to do with the direction the nation takes, in the future, and another category of objective will have to do with system improvements we need today. The first report will deal with the future. The second report will relate to current operations. But a lot of the problems listed in that second report will have their their solution already known if we just ask the right people. One hand washes the other.

"Yes, we see what you mean" Smith replied. "Your point is well taken. And those things can be worked out. Something else that is really worrying me, though, is that big database you're talking about. It would be easy for a hacker to penetrate those files and corrupt them with some long term slow-acting virus – and that would ruin everything. And don't tell me it can't be done. It can. I know."

"Let me answer that" Nik interceded. "First of all, I agree with you that it's a matter of major concern. But if you're constantly vigilant, it's a problem than can be whipped. In fact, several of our security measures are being used by the government today. You see, we're in constant touch with countries all over the world, both for charitable reasons and for – business reasons. As I mentioned, we're running the damndest over-the-back-fence

gossip society you ever imagined. And a lot of that traffic is very high security stuff – sometimes messages that we’re passing between one country and another, outside the normal channels. And, for various reasons, various other countries would like to get their hands on it – and into our database. We are second to none in our ability to use firewalls to protect sensitive files – plus backups.

“If you can find the time to take a tour of our setup we’ll show you how we’ve been able to maintain both access and security. But one of the laws we would endorse in that regard is that any U.S. citizen who is found guilty of entering false data or corrupting that set of data would be charged with lying to Congress. A hundred years from now that sort of crime will probably be considered the equivalent of treason – and perhaps punishable by death – in the eyes of the public. The general public isn’t giving your point of view much thought at the moment, but that attitude will change as times change.

“Now – and I want to be careful how I say this – the closer we get to creating a worldwide system of cooperative governments, the more valuable that international database is going to become and the tougher the international laws will have to be. By that I mean that Andy’s part of the program is called Phase One, and Phase Two will be the part that expands the U.S. example around the world. All the current people at Lexus Valley will be involved in helping achieve that. Maybe all of them will be dead long before that goal is accomplished, but their successors will achieve it. And computer data security and deflection of infiltrators do play a major part in our plans for Phase Two.”

“That doesn’t change the fact that there will always be hackers” Smith said. “There’ll always be criminal minds with no morals, who want to destroy what is good – and some of them will be smart enough to beat your systems.”

“You have two different subjects there, Joe” Nik replied. “Yes, there will always be hackers. I was coming around to that. That’s usually a function of bright people trying to find out just how bright they really are – and there will always be the chance a few of them will be smart enough to beat the system. But the best way to defeat that problem may be to invite those guys into the system. Being a hacker doesn’t mean they have no morals.

“Only a very small percentage of them think it’s OK to penetrate and do damage, and those are the ones with immature personalities who exhibit what we call the teardown syndrome – where the only way they can feel important is to hurt other people. And even within that smaller group our research shows that most of them have their own version of a moral code. Without going into a lot of detail, I’ll just say that that’s a matter of educating them and trying to exploit them as a national resource instead of trying to confront them and punish them for having an exceptional skill. If we can find a way to let the good hackers be members of the team and still feel independent, the good ones can help protect us from the bad ones. They’d actually be the first line of defense.

“If you can help them find a way to satisfy their ego drive – help them mature, in other words – you can almost completely neutralize the risk. Not 100%, I concede, but quite

close. There's an innate appreciation of fairness built into human intelligence— but you have to be made to think about it before you realize what you actually believe.

“To be frank – and I’m not being facetious – we’d be inclined to issue special licenses and invite hackers to investigate the governmental systems without fear of retaliation. Not the backup systems, you understand – just the operating systems. If they can show us how to improve the operating systems, everybody will come out ahead. We do that here – because a lot of people, from around the world, are curious about who we really are and what we really do. In our case we check them out, track them down – and quite often hire them, and then we sell a service of debugging software which other people are writing. You’d be amazed at how much we’ve learned just by expressing admiration of guys who’ve tried to penetrate our systems. They’re good, and they know it, and nothing can change the fact they do have those kinds of skills.

“If you handle it right you make them members of the club, and that does two things – it generates a sense of loyalty and patriotism that helps get their consciences on society’s side, plus it provides us with extremely valuable knowledge if there are chinks in our armor. That’s like your question about open source computer code. It can be difficult to trace the few who turn out to be the real bad guys – but you can get their brother hackers to help find them. And that’s also one of the goals of Phase Two. It’s a major weapon against almost all types of anti-social activity. It’s a catalyst for continuing improvement – getting all those brilliant loners over on the good side of the law.”

There was a long silence as the two guests considered the implications of his comments, then Ridgeson spoke. “That sounds awfully wishy-washy to me, Nik, but I’ll give you the benefit of the doubt. I’m getting along in years, but you’ve got me as intrigued as a twelve year old. I hope I can figure out all the stuff you’ve got going, and perhaps make some contribution somewhere along the line. I’m becoming very impressed.”

“I’m still vacillating on one thing” Smith said. “It all makes perfectly good sense, but the more I think about it the more I doubt you can get it off the ground. Don’t get me wrong. I said I’ll support you, and I mean it – but you’re talking about the toughest sales job I’ve ever heard of or imagined. I just don’t think you can pull it off.”

Nik and Delia both laughed, and the confidence their voices conveyed seemed to fill the room.

“Don’t look at us” Nik said. “Remember that we’re just a band leader and an ex movie star – a pretty unlikely couple to be in a situation like this, we’d agree. That’s why we’ve conned Andy into making the first pitch. Making the first sale is all up to him and his project leader here.” He grinned at Talia, who gave him a smile in return. “And if they fail, the wife and I will just go looking for two more fall guys and keep on doing what we’ve been doing.

“We ought to have dinner together some time and compare our two organizations” Nik said to Smith. “We’d still have to stay at arm’s length from each other of course. We didn’t invite you two here to make converts out of you – but we respect what you’ve been trying to do, even if we don’t agree with some of your methods. Plus there’s the fact that our mission is to try to help the whole world while yours is just focused on the U.S.. We’ll always be apt to find minor reasons for disagreement here and there.”

Ridgeson roused himself from deep thought, and said “Mr. And Mrs. Lexus, I don’t know if I agree with all this completely yet, but I will say this – these ideas are worthy of serious national debate. They may not be accepted, but I want those debates to happen – if for no other reason than their educational value. The first thing I’m going to do is hold a press conference and retract what I have been saying recently. I’ll even go so far as to be a sponsor for your presentation, if you’d like.”

Nik smiled and said “We’d appreciate that. I might mention, however, that the President is going to personally issue invitations to the Congress, the Supreme Court and the members of his cabinet to attend our presentation. If you happened to give the press the idea you were trying to steal his thunder they’d probably label you as a publicity hound who couldn’t keep a secret – so be careful about how you endorse us.”

Smith and Ridgeson looked at him a long time, and then Ridgeson said “Thanks. That’s good advice. I appreciate the warning. But now you’ve brought up another subject.

”This program pretty much castrates the president, doesn’t it? How can a guy get elected to the presidency in the future if he can’t run on his beliefs and his promises? The president always tells Congress what legislation he wants passed, and then the members are supposed to debate on whether or not they agree with him. And if his ideas aren’t the same as your agency’s, that puts him in the position of arguing with both the Congress and the agency. What you’ll have is the ultimate go-along-to-get-along situation, and the guys with true leadership ability won’t even bother to run. Will they?”

“The flip side of that” Smith interjected, “might be for a president to spend all his time explaining and pushing what the agency is recommending – and that’d give him such a do-gooder reputation that nobody could beat him in the next election. It could be the equivalent of giving a guy an automatic eight year term once he wins the first time.”

Talia laughed. “Gentlemen, gentlemen. Where does it say in the Constitution that the president is supposed to dictate Congress’s agenda? The president is supposed to oversee the implementation of the laws Congress passes and be in charge of our dealings with other countries. And the Constitution only says she’s supposed to give a state of the union address from time to time – not every year. It is important that the president present a budget every year – but that’s not the law either. Let’s not confuse tradition with fact. The reason you’re used to hearing a state of the union address is that past presidents have been trying to provide the nation with common perspectives that we can all use in the coming year’s considerations. That’s a good idea in theory, but those

speeches are often biased to gloss over the country's problems, not to give us a valid look into the future. In fact, the president lacks information as much as Congress lacks it. What we're talking about here is turning a pretend democracy into a real democracy."

The two of them stared at her in obvious surprise, then Smith looked at Bellander with a big smile. Ridgeson seemed to be still trying to absorb her comments.

Then Nik gave them a conspiratorial look, grinned and said "I've gotta warn you what the President's reaction was after I explained all this. He said 'You mean I can buy a bunch of those Research Reports and claim I'm the primary sponsor, and that I'm the guy who's going to do something about them? I love it! That's an automatic two-term deal!'

"So he's already looking at ways to act like the chief executive officer – even though he agrees with us that he's really the chief administrative officer. And don't say I didn't warn you, Senator. He's got it figured out. And why wouldn't a president do it that way?

"As you think about all this, keep in mind that it's a brand new paradigm. The old rules no longer apply. This agency doesn't even have to be located in Washington, you know. With electronics being what they are it might be set up thousands of miles away, or even spread all around the country. So tell your supporters to buy land wherever Congress decides to plant a CA office, because hundreds of lobbyists are going to need dozens of restaurants and thousands of hotel rooms – everywhere." They all laughed.

Smith turned to Nik and said "That suggests the idea of distributed government that some of my people have been talking about – as contrasted with centralized government. Is that what you just said? As you folks probably already know I'm all for strengthening state's rights, but I'm not sure I agree with all the theorizing about distribution of power that some of my colleagues are pushing. How does this fit into that picture?"

Malcolm replied "I don't think it does, Joe, although it may seem to.

"The idea of distributed government uses an analogy from the computer world. Not too long ago all the computing power was centralized in the main frames. Then, as the dumb terminals were turned into PCs, a lot of the OpSys processing was distributed to the desk tops. Some people thought the analogy could be applied to the government and began to talk about distributed government – with the national officials making the decisions on why to spend the federal tax money and local officials deciding how to spend it. That does seem to make sense of course, because the people at the point of action are usually better qualified to decide on tactics than the people back at the home office. Any familiarity with military strategies and tactics tends to lend credence to that point of view.

"But now the computer world is coming back to the idea of the so-called enterprise applications being housed on the mainframes, available on an as-needed basis, and available to the PCs through their Intranet. That allows you to make more powerful programs available to the PCs while you centralize upgrade and maintenance functions.

“In fact, what we’re seeing now is specialty companies performing all sorts of operational services on a jobbed-out basis – research, design, manufacturing, shipping, accounting, payroll, et cetera – all the things you find in a typical vertical hierarchy. It may not be too many years before a guy with an idea and some financial backing can form a billion dollar virtual company and operate it with a secretary and some phones, out of a post office box.

“But all national government revolves the collection and spending of taxes, of course. It’s obviously easier and more efficient for a central point to do the collecting of taxes. Better coordination, tracking, policing. You know.

“When it comes to spending the money, however, somebody has to be accountable to the taxpayers and responsible for due diligence in how it’s spent, and distributed government – as I understand the concept – won’t do that unless you’re willing to syphon off around 20% of the budget just to keep track of how the money’s being spent locally.

“What we’re saying here is that the members of Congress have that accountability and that responsibility – but they don’t have the tools to do their job right. We’re trying to provide those tools and save that 20% by keeping things just the way they are.

“Some states get more defense money than others, some get more Medicare and Medicaid money than others, et cetera, so the ratio of population isn’t the only criterion by which money must be distributed back to the states. If it was – we wouldn’t need a Congress. We could just have a national service agency handle the mass collection process and then funnel the loot back to the states based on the ratio of population.

“So distributed government suggests a picture in which the feds collect the money and then, using broad guidelines, distribute the money to field offices or local governments and let them spend the money however they think is best – with the locals reporting back to the Congress their impressions of the results the tax money is buying – but overall program maintenance responsibility staying at the federal level.”

“I guess that would mean a jillion little fiefdoms and no real measurement, wouldn’t it?” Smith asked.

“It would – and it shouldn’t” Malcolm answered. “That would give leadership power to subordinate agencies, while at the same time making them relatively immune to negative discipline. Leadership requires creating an audit trail – and that always requires the setting of objectives which can be used as measurement points. The IPS format ties measurement to objectives – so that responsibility would have to stay at the federal level.

“Whoever sets the objectives is responsible for measurement. In OpSys mode, it’s ‘whoever owns five owns nine’ – which means that whoever sets the strategies under OpSys is responsible for the objectives – but that’s a different set of objectives.”

Malcolm could see a glaze of confusion coming into their eyes, so he said “Let me put the two charts on the screen.”

He pressed some buttons and the two formats appeared on a second screen.

Initiative Planning Sequence

- | | |
|-------------------|--|
| 1. Perspective | (learning, experience, connections) |
| 2. Purpose | (why, value statement, mission) |
| 3. Objective | (actional transition point) |
| 4. Problem | (isolate, identify, define) |
| 5. Strategy | (what, general solution, requirements) |
| 6. Tactics | (how, specific solution, action plan) |
| 7. Evaluation | (6 must serve 3) |
| 8. Implementation | (when, applied learning curve) |
| 9. Maintenance | (whoever owns 3 owns 9) |

OpSys Planning Sequence

- | | |
|-------------------|---|
| 1. Perspective | (learning, experience, connections) |
| 2. Purpose | (why, value statement, mission) |
| 3. Problem | (cause vs. symptoms; isolate, identify, define) |
| 4. Objective[s] | (aiming/measurement point[s]) |
| 5. Strategy | (what, general solution, requirements) |
| 6. Tactics | (how, specific solution, action plan) |
| 7. Evaluation | (6 must serve 3 & 4) |
| 8. Implementation | (when, applied learning curve) |
| 9. Maintenance | (whoever owns 5 owns 9) |

With a gesture toward the cascade chart Malcolm said “You have to make a distinction between leadership objectives and operational objectives. The people in the lefthand column use the IPS format – but the people in the other columns can use either the IPS or the OpSys formats. Which one they use depends on whether they’re planning a project or whether they are solving a problem which is interfering with the completion of a project.

“The measurement function occurs in step nine in both formats – but they’re measuring different things. IPS is measuring performance of objective attainment and OpSys is measuring the effectiveness and efficiency of the strategies being used for solving their problems.

“Whoa” Ridgeson said. “I’m getting confused. Perhaps I’m not following what you’re saying, but it seems to me you’re making it more complicated than it really is. All you’re saying is that we need a report on what we expect – and they’d tend to give us a report on what they thought was important – but they might be off target. It’s as simple as that.”

“That’s it exactly, Senator” Malcolm replied.

“Yes” Ridgeson answered. “It’s that simple. You don’t need all these theories for that.”

“But you said that controlling the federal budget was a primary concern” Malcolm said, “and we all know that interest on federal borrowing already accounts for 20% of the federal budget – so why is it good practice to pay a 20% premium on money you’ve borrowed and not good practice to waste 20% monitoring distributed government?”

“Now you’re throwing economic theories at me – and that’s not my bag” Ridgeson answered with a scowl.

“So how would you pay down the national debt?” Malcolm continued.

“If you set too big a portion of the budget aside each year for reduction of the debt, the reduction in money supply might cause a major depression” Smith commented, “and if you did set it aside, plus invested it or loaned it out so as to use the interest to reduce the cost even further – you’d wipe out the investment opportunities for most of the country and cause raging inflation.”

Malcolm smiled. “What you’re saying is correct – and it would definitely have to be done gradually, to give the public and the stock market time to adjust – but our financial department has economic models which show it can be done. And should be done. At least in varying degrees. We could give you a graduate course in budget control, right here in our complex, in one afternoon.

“Actually, my point is that the government should be as fiscally responsible as any corporation – or any private taxpayer, for that matter. Nobody – whether a person, a corporation or a political entity – can take advantage of financial opportunities if they are carrying a heavy debt load. We’re not against incurring debt – we’re just saying the federal debt limits your options for taking the initiative so much that it inhibits progress – so we’re agreeing with you that controlling the debt is a major national objective.

“This all goes back to our original observation that we only seem to make progress in wartime, but not peacetime. Running up bills in wartime is understandable – doing it in peacetime is not. But I’m getting off Andy’s track a little here.

“The point I was trying to make was that for optimum management efficiency, you have to plan what you’re going to do – especially where new initiatives are concerned – set goals that’ll get it done, and then measure your progress to make certain you’re getting it done. And you need the constraints of a realtime budget to make you do it right. His program can provide you with realtime budget data.

“And where measurement of real progress is concerned, if a corporation confuses the initiative and the operating functions, it’ll often force the OpSys people to submit tons and

tons of data to prove they're measuring the effectiveness of their strategies – when in fact the corporate leadership just wants to know if their main objectives are being achieved. That's a major waste of what we call time economics – and I want emphasize that it is not our goal to make the bureaucracies double or triple the reporting load they have today. Evaluation of objective attainment only needs a checkoff or a summary report – but if leadership fails to get such reports, it can never be certain it's in a position to pursue new initiatives. It's the quality of the information that's important – not the quantity.

“Whoever has the power to make the financial commitment must maintain the power to measure the objective attainment – which means they must set the leadership objectives – which means they can't delegate their authority to the extent that their underlings are immune to negative discipline.”

“You really are into long-term thinking here, aren't you?” Smith said admiringly. “Am I correct that your name is Astor?”

“Yes” Malcolm replied. “I'm Malcolm Astor, and she's Mary Gordon. And yes, we're trying to think long-range around here.”

Smith turned to Nik and said “And your financial guy's name is Chang?”

Nik nodded, and Ridgeson said “He's Chinese?”

“Well, his ancestors were” Mary growled.

Ridgeson gave her a slightly startled look and said “Sorry. That didn't come out like I meant it – but I guess it did come out that way, didn't it?”

Mary grinned at him and replied “You seem to catch onto things faster than I thought you would, Senator. I think you might just fit in around here – but that's not an invitation.”

Nik and Delia both laughed loudly, and the rest joined in.

“You people have some very good ideas” Ridgeson said, “but you spend altogether too much time splitting hairs on fine tuning. I still say objectives and problems are part and parcel of the same thing. You just can't have one without the other.”

Smith scowled and started to answer, but Mary raised an eyebrow at him and he smiled at her and let her reply.

“It's necessary, Senator” she said. “Quite necessary. If you're concentrating on problems you're trying to win the battle, but if you're concentrating on objectives you're trying to win the war.

“I’ve got a whole staff of people who concentrate on finding answers to the problems of the moment and helping win battles – and on helping people get their colleagues to help solve the problems. In fact, as I mentioned, we’re the people behind the government’s AB&D operations.”

Ridgeson was listening intently.

She smiled and said “You did quite well in your AB&D final, Senator. Quite well. Not as well as Andy did on his three papers, perhaps, but you showed your superiors that you could put together a fine presentation. And I suspect you’ve used our techniques more than once in outlining your speeches in the years since you took the class.”

Nik raised an eyebrow, then asked “When did you find that out?”

“Yesterday” Mary answered. “It seems we’d never compared my database with the bio database – but there he was. And he done good. Real good.” She grinned at the senator.

“The point is, though – just about everybody in the world is accustomed to waiting until a problem grabs their attention before they try to do anything about correcting what’s causing it. That’s the way you win battles and lose wars – waiting until there’s an itch before you scratch it when what you could have been doing was killing the mosquitoes before they bit you. And we understand that doing that is especially difficult when you’re trying to assign objectives to administrative services – but it can be done.

“That’s why we’re pitching Malcolm’s IPS system instead of my Commcon system, you see. His system is best for providing leadership – mine’s best for solving problems quickly.

“The fact is that everybody – including the members of Congress – is too preoccupied with trying to cure problems and symptoms instead of trying to reach goals. Solving problems may be the way to get re-elected, but it doesn’t provide the country with leadership. What we’re trying to do is help the public – and the Congress – learn to provide that missing leadership. The Constitution definitely doesn’t say it’s up to the president to do that. In a democracy that’s the job of the people who own the damned place – the voters and their surrogate decision makers, the members of Congress.

“A problem, Senator, by our definition, is anything that prevents you from achieving an objective. If you don’t set objectives, you’ll spend all your time trying to cure all the problems that catch your attention – most of which are symptoms anyway – you’ll find you’re not doing a very good job of controlling your future or the nation’s future.

“Let me give you an example. If all the members of Congress were doctors, they’d probably drive the rest of us crazy because we’re all so impatient to get symptoms cured that we don’t want to spend time doing diagnostics. They’d spend so much time trying to find the roots of our national problems that we’d vote them out of office because we

thought they weren't doing anything. The great pretender shaker-and-mover artists would accuse the diagnosticians of paralysis-by-analysis – and beat 'em at the polls.

“But a doctor starts out with a purpose, and his or her objective is to make you well, so all that diagnosis and planning makes good sense to them. On the other hand, if you insist that they just cure your itch – you're the one setting the objective, so they have no choice but to abandon their real objectives. Where they'd be trying to take the initiative, you'd be talking about a knee-jerk reaction. They're future-oriented – the rest of us aren't.

“The public is conditioned to passing legislation – some of it really dumb legislation – which is aimed at alleviating symptoms. It takes time to identify causes, but the public doesn't have the time or the inclination to do that, so they put the Congress into the situation of literally having to do dumb things in order to get re-elected. But the only way you can set priorities as to which problems need to be solved first, Senator, is to decide how much they're interfering with the objectives you set in the first place.”

“You know, Joe” Ridgeson said with a grin, “these guys may be card carrying conservatives after all.”

Mary gave him a grimace and continued. “That lack of guiding objectives is what causes disagreements between political decision makers – and that's what this counsel idea is all about. It isn't about advancing the causes of conservatives or liberals or radicals or such – it's about getting everybody on the same sheet of music so they can agree whether or not they want to sing a certain song, and whether they want to sing one chorus or ten choruses. Its job is to get the nation to agree on national objectives. Unified objectives.

“Malcolm's department teaches that taking the initiative requires you to get all the facts in perspective, then decide whether or not there is a reason for taking action at all, then set objectives which will enable you to achieve the purpose you've agreed on – and then, only then, you start isolating, identifying and defining the problems that'll stand in the way of those guiding objectives. Those are the only problems you have focus your attention on. You can waffle around trying to solve all the rest of the problems in the world and still not end up achieving your real objectives. Do you see the difference?”

Ridgeson nodded cautiously, then looked at Malcolm and said “I don't disagree with your theories, but I'm still not totally convinced Congress needs an outside agency to tell them what to do. Especially one that's set up as the great guru whose advice is always perfect.. Anybody who can get elected to the House or Senate has a pretty damned good idea of what his constituents want – and I don't really know how much of the time we'd listen to them. Don't you agree?”

“It's pretty hard to know when or if you or your constituents have a broad enough perspective, Senator – and perspective is the key to this whole thing” Nik said. “For example, our communications people tell me a herd of computer nerds keeps proposing that the government provide electronic mail services to every person in this country. Their

premise is that communication deprivation is about to strike everybody who isn't connected to the Internet. How would you evaluate the benefits of something like that – something which would give every voter inexpensive, instantaneous mail delivery, for a very low price tag? Perhaps even do away altogether with most of the Post Office?"

"That's an asinine idea!" Smith growled. "We're using e-mail at our place and I'm sick and tired of getting a hundred dumb messages for every one even vaguely worth reading. I'm to the point where I have an assistant do nothing but read the damned stuff to see if there's anything he thinks I might want to know. I can appreciate what you're saying."

"Can you imagine a hundred and fifty million people getting home from work and having to spend three or four hours going through trash like that? That's not a benefit – that's a punishment! After two or three of those sessions everybody would want off the list. And can you imagine the government sending official notices via E-mail? Nobody would ever read them, and then the feds would want to put everybody in jail for not reading their damned mail. That's an asinine idea!"

"Well, the people proposing it think they have a big picture perspective, Joe" Nik replied. "They're practically wetting their pants over their sense of taking the initiative. As the IPS list says, you've gotta get things in perspective before you start drawing conclusions. You never know when you don't know enough."

"When my people talk about perspective" Malcolm interrupted, "they're talking about best informed composite opinion – which is like saying two heads are better than one. With all due respect, having gone through the rough and tumble of winning an election doesn't quite provide as much long range knowledge and wisdom as a large staff of well-read, well educated people can provide. Now that's what the decision makers need when they're considering proposals from the right or the left or from any possibly biased group."

"On the other hand, we also use the phrase 'singularity of perspective' to describe the situation where enough people share the same perspective that they're willing to take mass action to support their belief. For a democracy to take the initiative effectively, you need to first expand the public's perspective enough so that they all share a broad valid, well informed opinion. The reason for the counselor agency is to provide the perspective to support the actions of the elected officials. The goal is to minimize the fool/factor effect."

"Now fool/factor, as our psychology people define the term, is the sin of the error of omission. If a scientist fails to take all the available facts into consideration in reaching a decision, that's fool/factor – even if he reaches the correct conclusion – because he's loaded the odds against himself. If he considers all the facts available and reaches an incorrect decision, that's just an unfortunate loss of time. But if the facts were available and he ignored some of them because he was in too much of a hurry, or was just plain lazy, that's the habit we call fool/factor. We measure value in terms of time economics."

“You’re right that the public can’t really participate in a democracy, because they don’t have the time or the information – but we have to do something so that we don’t leave our elected representatives in the same boat. Leadership requires perspective, speed and accuracy in decision-making – and the counselor agency can help provide that.

“But we believe that the ability to think logically is innate in every human being – so we think a democracy can work, and will work, if the people are presented with the facts – at least in summary form. None of this guarantees the public’ll always be right, but it’s the best possible way to minimize the chance that they may be wrong – or do nothing. And it will help provide initiative for the nation when there’s no emergency to cause it. And it’ll make the work of the members of Congress a thousand times easier.”

There was a long silence, then Smith said “You guys just reminded me of a question I wanted to ask earlier. You started out by saying that it’s tough to assign objectives to an administrative operation – but basically that’s what the whole government is about. How do you do that?”

“That’s a little complicated” Malcolm admitted. “What I’d suggest you do is get in touch with the people at a big insurance company or the people at a big bank that has gone through the Six Sigma quality improvement process – and ask them. They can tell you exactly how to do it. We don’t think the government is ready to go through that process – and won’t be for several decades – but those answers already exist out there in the business world.”

Smith was quiet a moment, then said “I think I agree with everything I’ve heard so far today. There was one other reason I made this trip, though – and that’s because I was told your ideas would strengthen states rights. What I’ve heard so far strengthens the federal government instead of the states.”

“Oh – that’s embedded in something Andy hasn’t gotten around to yet” Delia said. She glanced at Bellander, who gave a small bow in her direction.

“You remember when he suggested a world government, with each nation having its own counselor agency, and all of them interconnected?” she asked. Both men nodded, giving her their rapt attention. “Our name for those is RCAs – regional counselor agencies.

“That idea grew out of our realization that there should be consortiums of states here in the U.S., each with its own version of a regional counselor agency, with each regional CA tied into the national CA. And their experts could participate fully in the activities of the national CA – the Flash Votes, the preparation of Flash Reports and the preparation of Research Reports – because they’d be working electronically and wouldn’t have to be in the same building or even the same city. We haven’t determined how many of those RCAs there might be – perhaps two or three, perhaps five or six.

“Now it would be expected that they’d have a tendency to be biased in favor of their regions, but the size of a BICO vote would tend to neutralize such biases. As you probably know from taking your own surveys, 1,500 random interviews can very closely approximate the results you’d get by surveying a hundred thousand or even a million people – and it should be easy to get at least 1,500 counsel experts to participate in every Flash Vote and every Flash Report. That means that each region’s concerns and suggestions would be listed among the considerations on every Flash Report.

“Beyond that point it would be up to the members of Congress from those regions to be the advocates for those points of view during debate – but you can see that every region would have its points of view included in each report – and get ’em on the table.”

“That’s what I wanted to hear” Smith remarked. “That would work. And it’s amazingly simple too, isn’t it?”

“Furthermore” Delia continued, “as Frank Connel, the head of our psychology department, explained to Andy recently – not all solutions to problems need to be implemented by the federal government.

“The example he used was the adoption of a national objective of turning mean streets into friendly streets. Frank contends that the first thing you need to do is to make the school kids – even the grade school kids – think about concepts like equality and ethics and freedom and respect for human rights. He thinks Washington should fund 90% of the cost of classes like that – but that class content should be chosen by each local community. The counselor agency could suggest content, but nobody from Washington should be allowed to dictate what it should be. Some communities might seize the chance to base their examples on religion, some might base them on history, and some would simply base them on the interrelationships of the actual students in each class. You can see what I mean.

“It’s things like that which we’re saying can help give the states a bigger say in their own future – and it’s also things like that, Senator, which give us reason to think that it is quite possible to build a structure of world government without any of the member nations feeling that an elite group of political leaders was trying to dictate to them.”

Mary got up, refilled her coffee cup, then turned to the two guests and said “The principal responsibility of the Congress and of the voters – who are the people who are actually in charge of the country – is in deciding on the initiatives that will control the nation’s future. That’s what leadership is all about. We can improve productivity by working with the OpSys people – but they don’t represent leadership.

“You want to control the future? Have the leaders set the objectives and determine the strategies that define an initiative – then measure the results. That’s what CEOs do.

“You want to improve the efficiency of the bureaucracies? Set clear annual objectives for them and discuss strategies with them – and then let them use their common sense as to the tactics. Let the workers out in the field decide on what tactics will best serve the strategies and achieve the leaders’ objectives. That makes sense, because they’re closest to the action and have the clearest perspective on the problems. And then you measure.

“Our psychology guy gave an example one day that that still sticks in my mind – about a case worker who had a kid who kept losing jobs because he was often late to work. She checked him out and the kid seemed to have good intentions and seemed to be trying to make a go of it – but it turned out that nobody where he stayed owned an alarm clock. Her agency was willing to spend thousands of dollars for her to study the situation – but they weren’t willing to just give the kid a cheap alarm clock. See what we mean?

“That doesn’t mean the OpSys guys have the perspective to decide on the initiatives – it just means they have a clearer grasp of the problems which will get in the way of achieving those objectives. They’re in charge of the present, but the leaders are in charge of the future.

“But this procedure hasn’t been possible up to now, because the Congress hasn’t had the time or the feedback to judge if their objectives were being achieved satisfactorily by the bureaucracies. It isn’t appropriate for the leadership group to waste their time meddling in day-to-day operations – but if the voters are going to hold you responsible for the results, you have to know what results your funding approvals are producing. And you have to have mature enough egos to treat the bureaucrats like adults – and let them use their built-in common sense to do their jobs. In other words – act like CEOs – and even let them buy an alarm clock from time to time, if that’s what it takes.

“So what we’d like you people in Washington to do is to find out the purposes the voters want their government to achieve, get some help from the counsel staff on what seems like the best objectives for achieving those purposes, work out strategies with and allocate money to the field people and tell them to solve the problems in ways that will lead to the achievement of those objectives – and then keep a close eye on those annual Status Reports to see if changes are needed in the funding or in the instructions. That’s why one session of Congress should survey the public, and use that information to recommend an agenda for the next session – or the next two sessions.

“But that IPS format is really the only way you surrogate leaders can tell if a project should be maintained, extended or terminated – by knowing if it is achieving its objectives.

“And by the way, the feds should put up part of the money to support those regional counselor agencies – but otherwise leave them alone.

“But forget things like pork barrel projects, splitting differences to partly get your way and all that other kind of crap that passes for leadership now in Washington. My daddy used to say he wasn’t going to vote for any Congressman to be president, because all a

Congressman knew was how to bend in the wind like a willow and use tax money to buy votes – and that’s not what leadership is all about. My old man was wrong in thinking we needed a whip cracker for a president though. In a democracy the people have the power, so what the office of the president needs is a strong salesman or international negotiator – not a would-be dictator. Congress needs to punch would-be dictators in the nose, because they’re trying to usurp powers the Constitution gives only to the Congress.

“Like Andy said, we’re talking about giving the Congress the power that our founding fathers imagined it would have. But we have to start with a new paradigm about what leadership in a democracy is all about – and that requires telling the public in advance why you’re going to do something, not having them ask why you did it after you’ve done it. This country belongs to the voters, and all this ties together, Senator. It all ties together.”

Ridgeson looked at her very respectfully. Twice he started to say something, but didn’t. There was a general silence.

Then Bellander said, in a quiet voice, “Senator, Delia said something to me one day that sort of puts all this into one simple perspective. She said ‘Andy, the good people in this world have to try to look out for the other good people in this world, because nobody else is going to do it’. It’s just that simple. And very often the guys sitting on the sidelines can see ways to help that the guys involved in the struggle don’t have time to notice. We’re trying to help. I admit that sometimes it’s tough to know who your friends really are, but it really doesn’t matter if you know you’re all trying to satisfy the same purposes. We’re on your side, even if it didn’t look like it from a distance.”

Ridgeson nodded and there was another silence.

Finally Smith said “About this other matter, Mr. Lexus – about the shooting of your guard. I honestly don’t know anything about that, but I guarantee that I’m going to use all my power to get to the bottom of it. It sounds like it might have been some amateurs who were trying to make points with the people in charge of our intelligence operations – or of some organization like ours.”

“I understand” Nik said. “If the shooter can’t be brought to trial, such people must at least be made to understand that violence seldom solves problems. If that message isn’t made clear, they’ll be apt to do it again. For our part, the whole matter has been turned over to the local authorities and is out of our hands. We endorse strict enforcement of the law, but we do not define retaliation in the traditional way.”

Nik stood, to indicate the discussion was at an end. “Gentlemen, I’m sure you see that we could go on discussing this for hours. For our part, we set out to overwhelm Andy with a great many abstract points of view we thought were generic to the concept, and he has sorted through it all and made the connections we hoped he’d make. He has, as we say, made the connections among the collections. That is to say he has come to the same conclusions we came to, and now he’s in a position to answer just about any kind of

question you might want to ask. But there's no point in going into all those minute details right now.

"If you have the time and interest, I can provide you with a quick guided tour of this place we call Lexus Valley Underground. I think you'd find it quite interesting. Or, if not, we can have our driver take you back to your plane."

Smith immediately said "We'd like the tour. You said you built all this inside an old quarry. Is that where we are?"

Nik nodded. He turned toward Talia's office and said "Got time to give 'em a tour?", and Chang came out of her office, grinning his infectious grin.

"Gentlemen" he said, "this is Chang Won Son, our chief financial officer. Senator, you mentioned earlier that you had access to a great deal of information – and I'm certain you do. This guy, however, knows more about what's going on in the world than the whole U.S. government put together. He can tell you who has money where, and who controls whom, and what decisions are being made – anywhere. And if you'd like to check, I think I can assure you he can tell you, to the penny, how much money each of you have in both your public and your secret bank accounts.

"He can probably tell you more about our organization than anyone here – but he walks fast and he talks fast, so you, as his friends say, will have to listen fast. You have been granted the ultimate LVU tour experience, gentlemen. We'd appreciate it if you'd please keep your knowledge to yourselves for a while longer however. And Senator, you might like to quietly let the president know you support the support he's been giving our thinking. He probably feels like he has his neck stuck out farther than any man in history – especially in the light of some of the things you've been saying on TV recently.

"And thanks again for taking the time to give us a hearing. We appreciate how valuable your time is."

Smith was on his feet instantly, looking at Nik with a warm smile. He shook hands with everyone quickly and turned to Chang, ready to go. Ridgeson seemed equally flattered, but took so long expressing his thanks and shaking hands that he had to rush to catch up with the other two.

"Well, Andy" Nik said, "that seemed to work out as we had hoped, didn't it? Tell me, would you categorize Smith as a liberal or a conservative?"

"His mind is quick, well organized and logical" Bellander replied. "If we use Frank's description that 'a conservative thinks without acting and a liberal acts without thinking' – which I don't quite agree with – he might be a liberal. Considering that his outfit is supposed to be conservative though, I suspect he'd take that as an insult."

Delia laughed. “With all thy knowing, know thyself best” she said. “I think you’re right. And it might cost him his job if his contributors thought so too.” She smiled at Nik.

“Well” she continued, “it seems we should begin to get our arrangements in order as quickly as possible. How is his presentation coming along, Mary?”

“He claims he’s practically done” Mary replied. “Oh, we’ve made a couple of false starts, but I’ve been letting the two of them wander from one input discussion to another without really pressing them.” She glanced at Talia and said “Judging from her daily reports and his past history, putting the actual pitch together the way he wants it will be a snap for him though.

“On the other hand, judging from his performance today – he has quite a way to go yet. I was thinking we should have had a rehearsal as usual, but then I decided to let him wing it – and I’m glad I did. He stunk, as far as making a Commcon pitch is concerned – and he knows it. But he started early to have the Commcenter assemble notes for him, and he has a knack for putting his ideas in easy to understand examples, so now we – or he – could put the whole pitch together in a day if we had to. And my people have been putting together visuals he might want to use. You know, speculative roughs. We’ve probably got ’way more visuals than he’ll want, though.”

Delia turned to Talia and said “And has he been getting the proper exercise, or has he been just sitting around and listening to our philosophical prattle?”

“We’ve been playing golf about three times a week” Talia replied, “and we’ve been walking instead of riding all this month. His mind is still sharp after each round, so his energy reserves are OK. Plus he’s been swimming laps at least once a week, and putting in some PE time now and then. All in all he’s in quite good condition.”

“I hope all that exercise is keeping him tired enough to keep his mind off other things” Mary said with a rather evil grin. She and Delia exchanged smiles.

“A minute ago I thought I was doing OK, and all of a sudden I feel like this is day one all over” Bellander said. “I’m a lab specimen again. I will admit I didn’t hold my pitch together today the way I intended. We’re supposed to meet with Chang tomorrow morning, and then we can get started on the speech tomorrow afternoon or the next morning. OK?”

Mary nodded her approval and Talia said “This is one of our golf days, macho man, and what just happened will be your only victory today. I can still give you two a side and beat you. Come on.” It was a satisfying day.

Chang's Views

Bellander phoned Chang and chatted a moment, then turned to Talia and said “He’s waiting for us. We talked briefly in the cafeteria this morning, but I’m not sure how much free time he really has at the moment.”

She nodded and they made their way to the Finance department.

Their host greeted them in his usual brisk and cheerful way, served them coffee and seated them, then said “Your friends yesterday were a lot more friendly than I expected them to be, Andy. We got hung up in Malcolm’s department for over two hours, looking at Flash Reports and examples of Research Report proposals that’d come out of them. They seemed to have agreed with your concept, but they didn’t have any idea of how we put an actual workup together. And when they realized they were looking at stuff that’d only taken us four or five days to do – after you’d apparently told them a workup’d take a couple of weeks – they went ape. I felt like I was teaching Admin 101.”

He reached across the desk and gave Bellander a highfive slap on the hand, then said “I’ve been looking at your notes and her reports, Andy, and it seems like you’ve gotten things into focus pretty much the way we hoped you would – a lot faster than we had expected, in fact.”

He called up a file on his desk monitor and began to inspect notes he’d obviously been accumulating, then said “So tell me, what’s the biggest benefit you think your counselor agency idea will produce?”

“I think the most biggest change will be a major improvement in bureaucratic productivity, at both the state and national levels” Bellander answered. “I don’t think we’ll get the public very deeply involved for awhile, although I’ll promise they’ll have more control. And I don’t think Congress will take objective-setting very seriously for a long time. I think history will see it primarily as a major governmental productivity improver for at least the first three or four decades.”

Talia looked at him closely and Chang grinned at her as she kept silent.

“And do you think it would work for any of the major foreign governments, or if any of the outright totalitarian outfits will ever adopt it?”

“A CA could be just as useful to a central planning committee or a dictator as to a Congress or a parliament – and the Status Report idea will appeal to everybody” Bellander replied, “but there’s no way any of the autocrats or totalitarians would make Status

Reports public. They wouldn't tolerate the truth-in-publication angle – or maybe even the truth-in-investigation angle, for that matter – so I don't see the counselor idea catching on in those forms of government. Those guys are too interested in keeping their jobs and protecting their power to welcome outsiders' inspections or opinions. They expect to publish whatever baloney suits their fancy – so I don't think any of them will buy the concept."

"Would you be willing to make a small wager with me" Chang replied quickly, "maybe \$50,000 – that you can get our government to adopt the whole counselor agency idea faster than I can get one of the Middle East or Far East majors to adopt it?"

Bellander looked at him a few moments as they smiled at each other. "Who do you include on that list?" he asked.

"Oh, all of the big guys or semi-big guys" Chang replied.

"You sneak, you've got some kind of inside information about Australia" Bellander said. "Or Japan. Or India. Or you know of some revolution that's about to happen."

"You can exclude anybody you want" Chang replied, "and I'll include any country where the bureaucracies are so corrupt that everybody has to wallow in the mud with them to get anything done. But that includes most of those areas, you know."

Bellander thought awhile, then said "You've got to be more specific. You're expecting a revolution in some authoritarian system, aren't you? I don't trust your bets, and I've been concentrating on our own system – and I hadn't thought about this thing being very transportable at the moment. Are you serious or are you just making a special point?"

"Both" Chang replied. "First I wanted to be sure you'd sorted your way through all the pluses and minuses of Frank's gobbledygook, and you've apparently done a pretty good job of that. He's figured out the right theoretical PDX reasons for making changes in most governments – and I agree with him from a broad point of view – but he's not too strong on realworld practical stuff.

"Second, I wanted to see how well you had your project figured out. You're absolutely right that the major benefit could be improvement in bureaucratic – OpSys – productivity and implementation, at both the national and local levels. That's because what gets measured gets managed better. But providing a more impersonal way to choose objectives is going to result in some system modifications too, both here and abroad.

"The high mucky-mucks will take credit for all the good ideas, of course – and this'll let them claim the ideas that don't pass muster weren't theirs in the first place – but that's OK. They may never develop any leadership skills of their own, but as long as their hit rates on choosing the best options goes up – everybody comes out ahead.

“If your idea was adopted internationally, it would have a huge impact on the world economies – slowly but surely. When you use the counselor system you automatically see all your options, so you can figure out your plan of action and begin to look at all the implications – and a helluva lot of politicians are going to be able to figure out how to use that system and make themselves look good. And that’s good too.”

He studied his notes a moment and then said “The point Frank sometimes seems to miss though – and Delia doesn’t – is that the CA concept doesn’t require the democratic system we have. It will appeal to the OSL gangs too, although – considering your background – that may also be hard for you to see for awhile. But it even has a good chance to go international if you do your job right, Andy. Fairly quickly – maybe just one or two decades. It really does.

“So I wanted to check to see if you were planning to tell the world that democracy was the only way to go. If you did, that would cause everybody to assume they’d have to change to a U.S. style of government – and that’d skew the odds on my bet. As you know, a strong one-party group can give its citizens the right to vote but be light years different from what we have here. This service agency idea could apply to them too – it doesn’t necessarily require just our style of democracy. There’s no reason the Republic of China couldn’t use it, for example, even though the communists are not apt to switch to a new system that undermines their party. There are other PDX forces at work in their system. I wanted you to stay aware of things like that.”

“They’d certainly not be apt to allow the publication of honest facts, would they?” Bellander asked. “Command and control doesn’t tolerate sideliners’ opinions.”

“That’s probably right” Change replied. “But it could happen, if you tried to appeal to their pride – emphasize their objectives, not preach to them about their problems. And publicizing unhappy facts and maintaining power aren’t mutually exclusive – they don’t have to be a threat to the top level guys at least. The power remains with the guys who control getting things done. They can publicize all sorts of bad info about the situation and then say point blank that their priorities don’t include taking action to correct all that stuff at the moment – that they have other fish to fry first – and people will adapt to the fact that they’re going some other direction for the moment. Their real problems will always lie with the guys who caused the problems and are trying to cover them up.

“A major source of power inside one of our own political machines is in knowing who owes favors to whom and where all the skeletons are buried – but it’s the same way in an OSL system once they get past the point where they’re just trying to rule by guns. Once you reach that point you’re basically at Malcolm’s maintenance step in IPS – which includes checking to see if you’re sustaining your power and avoiding revolution.

“The public will go the direction they’re told to go unless frustration builds up too large, but they’re like a herd of thirsty cattle – if they get too thirsty they’ll stampede for the

water hole in spite of everything you try to do, and guns won't help you much if that happens.

“If a leader tells them he'll put a problem on the agenda but that he's not ready to act on it yet, that makes him seem more powerful than if he tries to ignore it – plus it's a good way to quiet the agitators inside his own system. That silences all the guys who are trying to put it on the agenda, inside and out – for a few years at least – and their ideas may be forgotten in the long run if nobody's measuring the boss. A really smart alpha leader will encourage the opposition to feel like it's safe to wash a little dirty laundry in public, because that'll help tell him where the problems are in his own system.”

He studied his notes, then looked at Bellander carefully and said “So who will carry your banner in the U.S. after you make your speech? The guys who want to win votes by promising tax cuts? Not likely. The last thing they want is somebody else's initiatives, regardless of how much sense they make. The guys who want to shore up Social Security or Medicare? Not likely. Same reason. The last thing they want is more initiatives, also regardless of how much sense they make. So who?

“I want you to keep in mind, Andy, that it's tough trying to be a politician – and it's no easier in a democracy than any place else. They all tend to be shortsighted in spite of everything they try to do. You know what I mean – a guy is pressed for time, so the first simplistic view he comes to is the one he fixates on. Lack of perspective is why they're always trying to cure symptoms. It's really tough trying to keep things in perspective and make things happen at the same time. That's why your agency guys – the guys sitting on the sidelines – can make such a valuable contribution on this big picture thing. But there'll be times when their advice won't be any better than you could find in the newspaper, and the pols will just have to learn to trust their own judgments on those occasions.

“But, at the moment – who do you think will be championing your great new cause?”

Bellander shook his head warily, so Chang continued.

“Well, one group will be the guys who want to reduce the federal debt. I got to hear about half an hour of your discussions yesterday, and that guy Smith really had a good reaction when Malcolm started talking about reducing the federal debt. As a matter of fact, both of those guys turned out to be sharper than I expected them to be.

“They pumped me pretty hard on whether or not we could allow the government to maybe dry up the stock market by investing surplus tax money in anticipation of paying future bills – and I'm not sure I got through to them with my answer, or that they understood the confiscatory effect that'd have on the money supply. We really didn't have enough time to discuss how I think the government could use 20-year budgets and stockpile excess money without disrupting the rest of the economy by taking money out of circulation. That's big picture stuff – 'way outside their perspectives.

“And don’t you promise – or even mention – that we might do that, by the way.

“Your friends seemed to understand what the Small Business Administration does, and how LVU has made billions in venture capital deals, the same as the west coast VCs – but they seemed fixated on investing surplus tax money in going businesses as the only way to store it ’til you need it – following the lead of the big retirement funds. They couldn’t see any way to use it to build future businesses. You know – big time R&D, with royalties instead of stock ownership as the reward. And that’s so damned obvious!

“Joe didn’t realize the SBA already has about \$20 billion invested in venture capital for startups, but he figured out real quick that the feds would have to look after their investments if they owned all the stock – and that that sort of socialism could cause intrusions and meddling and even collusion if they got into that stuff big time. Like we already have in the marketing of oranges, for example. I finally told them to just say Karl Marx was wrong and let it go at that.

“Smith really was trying to follow my explanations of the constraint system I had in mind – but then Ridgeson finally asked me point blank how in the world it’d ever be possible to bring the federal debt down to zero and I’m afraid I sort of lost my cool.

“I gave him my standard answer – the same way you’d eat a damned whale – one bite at a time, and sort of stopped trying to reason with either one of them. Sorry about giving them my old cliché answer – but I figured they were already in information overload mode so it didn’t matter.

“In fact, Andy, the whole thing cheered me up. I usually only know about guys like that by reputation, and it was refreshing to meet a couple of them in person and find out they actually did have their heads screwed on pretty tight. Not real tight – but pretty tight.”

He glanced at his notes again and said “But I don’t want you to try to give examples about reducing the federal debt – even though you and I know that can be one of the biggest benefits your program can produce. That’ll be unexplored territory to the government people in your audience. If you were to put all those guys into a big room with a big table in the middle and say to them ‘There’s three trillion dollars on that table – so use it to reduce the federal debt’, they wouldn’t know where to start or what to do. More to the point, the governors of the Federal Reserve system probably wouldn’t know either – and neither would you or I.

“That’s because we’re using a cash accounting system, not an accrual accounting system, and we’ve got so many convoluted ways of handling our funding that it’d be hell on earth just trying to figure out the impacts and the implications of the changes we’d have to make. The fact is, it’d take a lot of analysis to do it right.

“If the feds had to start operating according to GAAP – Generally Accepted Accounting Principles – as we should be doing, it’d take a century to sort everything out. The

Congressional Budget Office tries to forecast cash income based on variables like estimated Gross Domestic Product, and they're often wrong by as much as five percent because they can't control the economy. Then they have to guess at discretionary government spending – which includes everything except interest and Social Security – and being off by a tenth of one percent can make a difference of fifty to a hundred billion or so. Like you said – they're stabbing their swabber into the foggy future.

“And, quite obviously, the CBO has no control over redefining their predictions – while the politicians know that new spending skews the numbers so bad that the CBO's forecast instantly becomes wildly unreliable. Any number is wrong, but we don't treat it that way.”

He stopped and grinned at Talia, then said “I usually describe the CBO guys' situation as trying keep their heads above water in a busy cess pool, but she's been trying to wean me away from being so graphic in my descriptions. Just let me say I feel sorry for them, because they have to live in a fantasy land and they don't like it any more than I would.”

Then he became serious and again and said “The Federal Reserve likes to use Treasury securities to control the money supply, you see, and it has become de rigueur for individuals, banks and other countries to buy our federal bonds and treasury bills whenever they want to stash away some money for awhile – so we pay them interest as a reward for letting us hold their money, and we spend their damned money as if it was our own. That's a ridiculous thing to do, right on the face of it. It does give us a way to prop up the value of the dollar in foreign markets – but we don't need all that leverage if that's all we want to do.

“The liberals say goody-goody, since it's easy to get our hands on it, let's use that rented money to buy environmental, educational and health programs – while the conservatives say goody-goody, that's a sneaky way to impose a hidden tax so let's make ourselves look good by spending that rented money and use that as an excuse to cut the taxes that are easy for the voters to actually see. And in the meantime there are guys all over the Executive Branch who are making spending decisions to support objectives that Congress never heard about.

“The other side of the coin is that if Congress'd wipe out the federal debt and stop having to pay 20% interest on it – the cost of interest would go down for the economy in general because the government wouldn't be competing for what's available. That'd mean cheaper mortgages for houses, lower interest on money borrowed for starting new businesses, more competitive international pricing – lower costs all up and down the line. It'd make life tougher for the bankers – but they'd adjust. But since nobody's holding the politicians' feet to the fire, they've got ITND to burn.

“Do you know anything about insurance, Andy?”

“A little, I guess” Bellander replied.

“Well” Chang said with a note of disgust, “Ridgeson was talking about using a surplus in the Social Security trust fund to reduce the federal debt. Now Social Security was never set up like an insurance policy or an annuity, but the fact is it has to be administered the same as those kinds of instruments – your actuaries have to tell you how much money you have to have in reserve in order to make good on your promises, and you’ve got to keep that dough in reserve. And Ridgeson was suggesting spending the Social Security reserve to pay down the national debt – and saying some future Congress can simply raise taxes to make the money available when the promises came due! Can you imagine what the feds would do to an insurance company that tried to act like that – telling a policyholder ‘Oops, sorry, but you’ve got to give us an additional hundred thousand dollars in premiums before we can make good on your contract, because we’ve spent the reserve?’”

He laughed, and his expansive grin came back. “I was really discouraged about that, but now I’m on an uptick again. Now I’m convinced again that there will be a lotta other guys in Washington who can understand what you’re saying, guys who would start buying Research Reports that start showing them where to take the first bites on the debt. But don’t put any of that into your speech, Andy. You’d frighten your audience so bad they’d probably soil their pants right there in their seats.

“And the same thing’s going to be true overseas too. Everybody’s in the same boat – but they just don’t have ways to prove it. They’re all mucking along using frogic to try to operate systems based on the focused-power approaches that’ve been around since the dawn of time – and they’ve gotta learn to go with a big new paradigm. Their leaders are all so mired in tradition that all they can do is try to keep the oarsmen rowing the boat – even though most of them can see the value of at least redesigning the type of boat they use. And nobody wants to make waves under the present systems.

“A guy who’s climbed the ladder and gotten himself into a position of power in any system has a right to be proud – but you can be damned sure he isn’t planning to shoot himself in the foot because of some Yank’s theorizing about giving real authority to the people at large. No way. But both he and his big bosses really do need a system that generates true long range objectives – and it’s been under their noses all the time. You see what I mean, don’t you, Andy?”

Chang smiled a broad smile, gave his monitor a glance and took a big breath, then said “All they’d have had to do is adapt the old military planning approach for civilian use, but add a forward-planning function that gave them an outside-the-box political perspective at the top of the sequence. It’s simple. The military uses the IPS format for planning, you know, even though they’re basically an OpSys operation – and all the civilians would have to do would be to graft a wider perspective onto the front of that.

“But that doesn’t mean we need generals for leaders. All the talk about five-year-plans and ten-year-plans the military-supported OSL guys have been coming up with all these years could have been real, you know – if they’d just have shoveled more perspective into the process at the beginning and been more honest with themselves about the

consequences this or that idea was bound to cause. Long range objectives should mean measurement, and measurement stimulates efficiency and improvement. They understood that part – but they couldn't figure out how the guys in power could maintain power if they let their underlings tell the world the emperor had been flying by the seat of his pants before. They thought that'd make them lose face and lose power – ergo they all kept choosing pretense over content and tried to live on promises.

“Now, with electronics and BICO, they can get over that fool/factor bump. This'd be a big time change in any government, Andy – and a giant change in a totalitarian system. But the fact is it can build up the leaders' reputations and make them look more productive – and a lotta smart guys are going to figure that out. As a matter of fact, Ridgeson was already moaning about the fact that a smart president could buy a few dozen Research Reports and make it look like he was the smartest leader that ever came skipping down the political path – even though those topics were already on the agenda for the next session of Congress.

“He was also muttering about this whole idea amounting to management-by-committee, but I finally got him to see that it was management-by-looking-at-all-your-damned-options and he sort of woke up. I explained that the problem with management-by-committee or management-by-dictator is that goals don't get set the way they do in Malcolm's IPS system. Those two methods work semi-OK in an OpSys environment, but they don't provide leadership when it's needed. As a matter of fact, that's something my people check out when we're thinking about taking a major position in some company's stock.

He glanced at the monitor again. “The SOP of a political committee is to sustain your power and/or avoid getting your butt whipped – not to govern efficiently – and what passes for initiative is really just one reaction after another, taking action in response to what's on the current agenda. But if you can get the leaders to start using IPS, you've got them started on real long range planning, and real objectives. It may happen inadvertently, you understand, but it can change the future. Now I grant you that they'd tend to bastardize the system and make a big show out of checking up on the OpSys objectives instead of their own at first – but IPS will eventually get around to making them clean up their own acts too.

“Take China for example – they've had 5,000 years to figure out most of the stuff you've just figured out. They just haven't ever tried to use that knowledge the way you're going to propose using it. The people still think in terms of personal existence and extended family and friends, and they're not used to thinking as a nation because they've never had a political system that let them act like a nation. And their so-called communist leaders just think in terms of command and control. Maintaining power, not communism, is the religion of the guys in power, and those leaders need to re-write their SOPs.

“The leaders still see the proletariat as units, not as people – but running a country in peacetime is much more complicated than it is in wartime. In peacetime you've got a gazillion different political forces pulling in a gazillion different directions. A CA system

could help them harness the horses – and ward off revolution-causing frustration among the masses. They might not let the public in on the facts their CA system was reporting – or risk losing face by welcoming ideas from non party members – but they wouldn't need to if they did it right. They're not practicing communism anymore anyway – it's just one-party strongarm politics."

"Are you saying that giving more power to the people and helping them give better directions on what they want aren't the prime benefits of the counselor agency system?" Talia asked Chang incredulously. "I can't believe what I'm hearing – and for that matter I don't believe you mean what you're saying. Where are you going with all this?"

"Theoretically – the answer is yes, hon" Bellander said. "But realistically – it's less than that. If you go up to the man in the street in this country and try to discuss the concepts in the Declaration of Independence or the Constitution or the articles in the Bill of Rights – he'll probably call a cop and try to get you arrested as a commie revolutionary. And I mean that literally. Our own people simply don't know what we've got or what they believe in. They love to talk about it – but they don't really believe it.

"It's like your friend who said delegation of authority was OK down to him. Our own people believe in equality for themselves, but they don't really believe it applies to the nation – because that idea interferes with their preoccupation with finding ways to prove their superiority. The people down south still believe in the Confederacy, for example, and they don't really identify with the rest of the nation as a whole. Just listen to them."

He paused a moment, then looked at Chang and said "I've been intending to ask you why you think so many big countries will break into smaller pieces in the future, then reassemble into bigger countries again. Somebody said you thought we'd go from 200 countries to 400 countries, then maybe back to 300 countries, et cetera. Why?"

Chang grinned and said "You'd better believe him, sweetie. Now don't get me wrong. I'm all for the changes you two are going to cause in this country. And I'd be all for getting the rest of the world to switch over to a democracy like ours, once we get your new idea up and running. But look around you. There are systems and there are systems. Your buddy here is already thinking outside the box we've tried to build around him.

"We're all correct on the idea it isn't necessarily the leaders who are causing the problems, it's the systems. But there's also a BB problem in deciding just whom those systems represent. India has – what? – a dozen official languages that can be used in Congress? They have over 100 mother tongues and a total of around 200 different languages – so that gives you the possibility of splitting that one country into 100 or 200 mini-nations, and then those countries reassembling into new federations again – probably under new names. Do you see what I mean?

"Pretty much the same split up as happened with the old Soviet Union, or the ones that have been going on for centuries in the Balkans – or the attempted split up that caused our

own Civil War. Everybody wants a coalition that represents their specific set of beliefs first, and then a coalition of coalitions so they can reclaim the size advantage their original political structure gave them. In China they might break up into what were the old warlord areas, then reassemble themselves back into what they are today.

“See what I mean? But the problem is that once you go into federation mode, you have trans-migrations of other types of believers coming into your territory – so all of a sudden your enclave isn’t unique anymore. That’s especially true in democracies.

“But we’re actually talking about two ideas that’re a lot bigger than just the U.S. idea of democracy. You’re talking about at least a limited BICO advisory concept to force-feed perspective into the decision-making, plus realtime measurement of operating systems. And those are key system changes – changes that can work in a top-down system just as well as they can work in a bottom-up system. And Malcolm’s position on that is as valid as Frank’s four corollaries of ND. There’s no reason why Albania and Greece and Turkey couldn’t form their own federation, if you forget about geography – it’s just that all those guys’ve been conditioned to look at what makes them different from each other and why they hate each other instead of looking at what they might have in common.

“It isn’t easy to dislodge the habits of power among the individuals at the top of course. But systems can adapt, the same as people can adapt. If you can get your message through to the political up-and-comers, the guys in the top spots will slowly begin to get the idea too – or be replaced with guys who do understand your ideas – whether or not the masses ever get the vote in their countries. Don’t you see? The up-and-comers can get the guys at the top to add counseling, fact finding and BICO to their decision-making even if they never suggest giving the vote to the common people. You may have to wait a generation or two for the top people to change before you can even discuss democracy in those environments, but in the meantime the CA system can help avoid wars – and help minimize civilian frustrations – because it can improve the decision-making at the top.

“I grant you the CA system might take several generation’s worth of perspective-changing before some countries sign on with a federation or a coalition – let alone a democracy.”

He gave Talia a fatherly grin and said “I thought Andy might have understood that intuitively, but I wasn’t sure he’s figured it out as a fact. Now I think he has.”

He looked at Bellander and said “Have you? And are you going to take my bet? The odds are against me, you know, because I’m offering to bet it’ll happen even before some of those realignments happen.”

“Like I said – I’m always suspicious of making a bet with you” Bellander chuckled, “so go on. Keep telling me what you want to tell me.”

Chang flashed his impish grin, glanced at his monitor and said “Three things may seem to be against your ideas taking hold on a universal basis – but appearances can be deceiving.

“One, playing warlord and ruling by force is not only appealing to the guys at the top – it appeals even more to every follower who wants to support his Q search. That means the followers are addicted to being immature and acting on their animal instincts. But it doesn’t mean they’re dumb. It doesn’t mean an OSL-wannabe – a Huey Long type – will always act unwisely. Your ideas can show that big systems get to be too complex – too much work for a limited number of elites trying to keep their lies sorted out and their backsides protected – a situation which always results in too little measurement and very discombobulated progress.

“Point two, giving the vote to the masses is pointless unless they’re both educated and well informed. Giving them the vote won’t make them smarter or believers in what we’ve got written down in the Constitution or the Bill of Rights. A majority of the Near Eastern and Asian populations are illiterate. Holding a national election in India, where the people tend to vote according to religion or heritage or social position, can put new people in office, but it doesn’t guarantee the voters will be any better off – and it doesn’t mean the system will enable the new officials to operate any better than the guys they replace. They’ve got all those political parties that are focused on problems instead of national objectives, and they need to break out of that rut – but I’ve got big hopes that India can do it. Or maybe Italy. Or maybe Indonesia. And definitely maybe Australia.

“Established-system inertia is hard to change, and the only way you can do it is with unified objectives and clear measurements – hard nosed measurements. If you can get that far, that can cause whole systems to flipflop. But the decision makers need to build up the courage to change first – and then the illiterate masses can follow. And schooling alone won’t do that. I heard Ridgeson say yesterday that your agency would provide the Congress with an advisory service equivalent to what the president gets from his cabinet – and I liked that – but he neglected to mention that the biggest value was perspective.

“And three, personal discipline on everybody’s part is required if a true democracy is to achieve great goals – because the most appealing thing about a democracy is that nobody seems to have to volunteer to help carry the load. They all think they can get somebody else to do it, so they all tend to leave it up to somebody else to tell them what to think. Net net – in an existence-oriented responsionalistic democracy you could end up with the best voter guidance in the world and still have nobody left to carry out the orders.

“You’ve gotta start with the guys who want to make things happen – whether they’re statesmen or OSL types – but on the other hand, as a practical matter our first targets actually have to be the up-and-coming politicians and the managers of their bureaucracies. You even had that in the notes of one of your sessions. The second level guys are the ones who can affect the future – so long as they know you’re measuring what they’re doing. That’s the missing PDX in most systems – good auditors and honest measurement.

“Elections are useful for changing leaders if you don’t like the way the guys in the top chairs are doing things, but elections don’t provide leadership – they’re just a way of changing officials. And big changes just tend to sabotage valuable OpSys learning curves

– as Mao-baby proved – so you can end up with an argumentative coalition in charge where most of the new guys also have to learn the system – you know, learn where they’re jousting with windmills and where they’re not. And that’ll keep happening so long as we keep electing officials based on personality and glibness instead of decision-making ability.

“And making the tough decisions doesn’t count for much if the system won’t allow you to implement ideas, so elections don’t guarantee positive changes. A newly elected guy has to be pretty wary about trying to carry out what he’s promised. All he’s got is a mandate to try, not a guarantee of support for his actions – and he has to make a sale on every step he takes. There’s usually a big gap between the public’s N/W/Ds and its perceptions of results and reality. Having your CA investigators warn bureaucrats a bad report is coming – and having a good ombudsman system – will give you more OpSys improvement than ten elections could. And that’s what the public wants to see.

“If the system itself can’t cause changes, the power-hungry guys will figure out ways to pander to the masses and expropriate their power. Happens all the time where the system doesn’t measure leadership accountability – allows ITND. So don’t count on establishing democracies all over the world, Andy. That’s not your goal. Not at the moment, anyway.

“What really counts is getting logic in at the top of a self-improving system. The OSLs’ party guys are fully aware they’ll lose their jobs if they allow a revolution, so they think they have a vested interest in defeating idealism and equality. But they also realize that using ND to put down new ideas will become less and less effective as their national communication systems improve – so they need to have their bosses keep appearing to provide leadership. Hopes and expectations generate new ideas and new attitudes, automatically

“And the radical idea of helping to create a profit system among the peons is already upsetting a lot of political status quos. Everywhere. It’s starting a lot of new engines.

“What the leaders and the people both have to understand is that setting unified national objectives is a lot like paying taxes – everybody has to give a little here and there so that everybody can come out ahead. And what the OSLs eventually understand is that the people – the units – have to have income before they can get tax money out of them.

“OSLs are going to need a new base for their power, and it’s up to you to show them how strong public support can be. When you throw a couple hundred million people out of phony jobs at government factories, as they had to do in China – and those people don’t have any civilian jobs to turn to – something’s gotta give. People gotta have money.

“Talk about the gulf between communism and capitalism – hah! When the last of the old time leaders died in China – you know, the guys who made the Long March with Mao – that guy and his family were worth somewhere around two billion dollars. Contrast that with the U.S. president who went to Congress almost broke and ended up worth about thirteen million – and got criticized for it. Communism pays off much better than

capitalism if you're just looking to line your pockets. Communism is just another form of guanxi – and guanxi is just another form of good-old-boy limited-winners capitalism.

“But if everybody shares unified purposes and objectives, everybody – not just the in-crowd – comes out ahead. OSLs gotta aim to minimize the frustration index if they want to stay in power – and it'll take a system change to do that. It's just that simple.

“Democracy means disunity to OSLs – too many uncontrolled ideas – and it wouldn't be logical for the Chinese OSLs to endorse disunity, for example. They probably won't risk another purge of intellectuals, although their old-timer's mindsets'll make them keep trying to discourage ideas that seem to put their power structure at risk. But they're becoming more and more frustrated with having to depend on faulty data to try to control all their governmental operations. Count on it. Their system doesn't work as well as they pretend it does, and they've known that for a long time. And money is always a problem.

“What you're going to do, Andy, is show guys like that that there's a better system available for maintaining their power. The centrally-controlled outfits always need cash, which makes them especially aggressive in international trade – and bad trading partners. They've all gotta learn to think long range. Really long range. And just keeping the civilian population under your thumb won't do it. What they need is just the opposite.

“It's the old Roman thing, all over again. You overpower others because you need the loot to pay off the guys who are maintaining power for you – but who are not making an economic contribution – and then you find you own the new guys but you've sucked them dry and instead of providing income they've become a dangerous liability.

“So there's always the matter of money. Did you ever wonder why we pay our police officers larger salaries than we do our soldiers, Andy?” Chang flashed a grin and didn't wait for an answer. “We pay soldiers a small wage because they're expendable. They're just units, available to be killed. We pay cops more – not a lot more, but a little – because it costs so much to train new cops and we want to motivate them to try to keep from getting killed. The problem today is that it costs almost as much to train a soldier as it does a cop – and the more high tech the military becomes, the more the generals want to keep each unit from being killed. It almost costs too much to have an army these days. The generals in OSL-land want to line their pockets the same as anybody else – but since war has gone high tech it's not so much fun being a general anymore.

“What I'm saying is that the totalitarian politicians usually don't face a revolution by the masses as much as by the guys who already own the guns, because when there are no wars to fight, the pols keep trying to cut the military budgets.” He laughed uproariously.

“Also” Chang continued, “allowing everybody to vote isn't an economical activity either. It costs \$200 million to hold an election in India, and it would cost between \$250 and \$300 million to hold a real election in China – where they're already short of cash.

“Think about it. If China held an election among a billion-plus people, and just a tenth of one percent acted as election officials – that’s a million election officials to ride herd on. That’d run up a big bill plus it’d be a huge TE investment – and what would it produce in the end? Letting extremely under-educated voters try to call the shots – when you already know that what everybody wants most is greater income and less taxes? The communists might use opinion polls to evaluate the frustration index, and let the people think their wishes counted for something, but they won’t let the masses decide who the bosses are really going to be or what they should do.

“The CA approach can let them claim their system is based on meritocracy – and the fact is they’re already headed that direction – and that it will therefore produce better managers than non-CA democracies do with their bend-with-the-wind politicians. Do you see what I’m seeing, Andy – with all the implications?”

Bellander nodded and glanced at Talia. They were both listening intently.

“More to the point, Andy” Chang continued, “a counselor agency can actually make a one-party system more effective than a two-party system – because it can minimize the need for the two-party arguments over choosing time lines. The CA system gets the whole group aimed right at the job of working on strategies – which requires logic more than it does party loyalty. See the difference? The heavy hitters can still play politics with each other even if they allow an unbiased counselor agency to set the objectives and they let the functionaries respond to third party suggestions and reach strategic decisions via BICO, because it’ll make the leaders look even more like leaders.”

Bellander nodded, but his look had turned puzzled.

Chang continued enthusiastically. “Government always includes a mix of decision makers – some of whom may tend to be liberal and some of whom may tend to be conservative – all trying to do their own thing. And that can produce slow decisions, compromised leadership, bad strategies and confused policies.

“But a dictatorship is inherently much faster than a democracy because a dictator – like the captain of a ship – can set objectives and command everybody to try to achieve them. Even if his objectives don’t make sense the group can get under weigh, and then make sea changes if they see they’re going the wrong way because the captain is a dimwit.

“A democracy – where every crew member can try to set objectives and specify directions – also won’t get you from Port A to Port B very efficiently unless there’s an emergency. Your CA format will provide a middle ground for both of those systems – halfway between the think-before-you-act crowd and the act-before-you-think crowd.

“The modern world requires a brand new paradigm – a whole new game for the leaders as well as a semi-new game for the OpSys people. It isn’t a matter anymore of guessing whether the hardliners or the softliners are going to get to aim the ship.

“Everybody can play the new game and be a winner – without the big guys having to risk their political power or the little guys having to risk their necks. If the new system makes the big guys lose a little of their power in setting directions, it doesn’t mean they fall off their pedestals in the bargain. It’ll come closer to being a natural operating environment instead of having the constipation you get with the direction-setting-by-committee approach. Much more efficient. And – slowly, I’ll admit – the learning curves of the top guys will tend toward real leadership instead of just skill in back room politics. That’s because the politicians among them will start leaking CA reports to the rest of the gang, and then leaking them to the public. It’ll take time, but logic will prevail in the end.”

“You’re all over the map with your opinions” Bellander said, “But this is pretty much what I’ve been thinking, and I said most of these things to those guys yesterday. Did you hear the first part of our discussion?”

“No” Chang admitted. “But that doesn’t matter. What I’m trying to do today is put myself in a position so you can’t say I didn’t warn you when I win that bet. We do have a bet, don’t we?”

“I’m still thinking” Bellander replied.

Chang grinned and continued. “Now it’s a different picture in India. Your system would begin to educate the masses so the people they elect to run the country could make widely acceptable decisions more easily and more logically. That’ll be a job and a half, though, because as I said, half the population is illiterate there too. And far more than that are totally lacking in what we’d call a national perspective, because subsistence has to be their number one objective too. Plus they’re trying to serve all those different religious beliefs. Religion is their hope factor – their way of adapting to so many centuries of frustration – but religion doesn’t offer any better answers than a one-party OSL system.

“And talk about a Pareto ratio! India is second only to the U.S. in the number of engineers it turns out – but that isn’t helping their poor folks. Not one damned bit!

“So it’ll take a long time for the masses to figure out the differences between national purposes, objectives and strategies and their connections to international purposes, objectives and strategies – but it’ll happen. Eventually. And your system is what can do it. They may sub-divide into a bunch of smaller states and then reassemble into a new federation before they get around to adopting it – but it’ll happen. The people of India are basically too smart for it not to happen!

“Taking so much time to choose objectives by consensus is what causes all the discombobulations in a democracy, and setting objectives by command is what leads to dictatorships shooting themselves in the feet while they’re trying to exercise their power. But if an unbiased group of wise men – yes, yes, I know, and wise women – helps them agree on a perspective, and agree on purposes and objectives, they can all get on with the

job of developing strategies which will produce approvable measurements. They'll all have different SOPs, Andy – for probably at least a century – but logic will prevail.

He studied his monitor briefly and continued. “That means your pitch has to first emphasize the dynamic database – the collection of trustworthy facts – then it has to point out that you have to have objectives which enable you to make measurements so you can really use the database effectively, and then you have to point out that making such evaluations is part of what leadership – or efficiency – is all about. There's nothing revolutionary about it – it's what corporate leaders do on a daily basis, all over the world. And it doesn't revolve around whether the system is based on diffused power or focused power. Don't worry about that.

“The democratic leaders will hear your message one way, the autocrats and the totalitarians will hear it another way, and the vast populations will hear it a third way. In the long run, democracy will become the mode du jour simply because the world's communications system has become so ubiquitous. You've got all kinds of time frames running here, Andy, all at the same time, and each will be tied to a different PDX.

“So I'm telling you, Mr. Andrew Bellander of the State Department and Ms. Talia Lexus of the LVU school of secret improve-the-world planning, that there are countries out there – major countries – that might surprise the hell out of you after the younger generations hear your heavy message. There are hundreds of thousands of high-potential subordinates who will see the bigger picture immediately. They'll agitate for a counselor agency system – especially the reporting part of it – and eventually sell the guys in charge on adopting it, because in the long run, if they sell it right, it'll promise to make the guys in power more popular, not threaten them. And at the same time it will mean that the guys coming up through the ranks will have the chance to make big names for themselves by being Men of Action – in the service of their country, not in obvious competition with the guys in the top chairs. And measurable activity is the way they can prove it.”

“You meant to say People of Action – or Women of Action – didn't you?” Talia said.

“Oh yes, my dear, that's what I meant to say” Chang replied. “I definitely don't want to throw away all the time I've spent training you. But what I'm saying, kids, is that up to now the secret-activist-types have been having to choose sides on which objectives they'd guess the OSLs or the heavy duty politicians would support – and if they guessed wrong they'd be out and if they guessed right they'd be committed to being dutiful party hacks. There's not really a helluva lot of fun in a career like that. Same old, same old.

“And that's not logical or efficient or productive, and everybody knows it. You don't have to have a fancy education to see that. It all ends up causing a constant waste of motivation – and a huge waste of TE. With a non-political third party suggesting the purposes and objectives, all the potential agents of change can stop worrying about politics and start striving to reach unified goals, because the commie-kids can cop a plea by saying they're just trying to help the party and the liberty-equality-fraternity crowd can

plead selfless patriotism. And none of them'll embarrass their mentors and sponsors – the heavy breathers in the expensive suits. That's the big PDX.

“The times they're going to be a'changing. Big time! I can't wait!” Chang smiled expansively and looked at the two of them expectantly. “Have we got a bet?”

“It's that simple?” Bellander asked. “Adopt systems that'll give everybody a way to agree on objectives and they'll all get so busy they'll forget their differences?”

“Well – it'll certainly be the best way to avoid wars” Chang answered. He studied Bellander's face awhile and then said “So OK – now let's talk about values.

“Most people are looking for Quest facts, which are vague generalities – not nitty gritty everyday fact facts. But that's where values come from – and maintaining a sense of values is what gives us a sense of security, a sense of relief from the Quest. So ninety percent of our activities are based on pursuing vague values. And money just happens to be the value item that usually gets the most attention – although it usually comes in around third, fourth or fifth place in surveys of what's most important in a job.

“A value is whatever you say it is. Value is not some intergalactic, holy, positive basis for action. Values vary. It could be that ninety-nine percent of them are off base. Or some such huge percentage. Think about it. That's the Quest effect. We want to be right, so we assume that whatever appeals to our imaginations must be right – and don't bother us with facts that don't fit our perspectives! But you can say that OSLs are value driven.”

Bellander grinned at Talia and said “He's just trying to say that most voters aren't ready to help run a democracy, and that OSL systems work faster and better because they rely on ND. Or I guess I should say on responsionalism.”

“You're semi-right, smart guy” Chang replied.

“I just want you to make no mistake – you're not trying to save democracy. What's at stake is more important than a type of government. It'd actually be bad TE for you to waste time trying to sell democracy. Very few people are interested enough to pay attention to what's really important, long range – so at best you end up with a waste of time and at worst an increase in the general frustration index. That's illogical – and it works against your goal of trying to structure the future. The habit of long range planning can benefit individual incomes quicker than government actions can – but most people will have to learn that obvious fact by studying their government's example.

“So now let's talk about time frames. Your counseling service is long time frame – and your reporting service is short time frame. If you throw a speech at a national audience where you put too much emphasis on the benefits of counseling, you'll lose them – but if you tell them that'll occur in the future, and jump up and down on the value of

measurement and reporting today, you'll hit their what's-in-it-for-me button. And the same thing will apply to OSLs – they'll hear it the way they want to hear it.

“Every OSL already has a management database which is supposed to provide them with operating data. But when the leaders start trying to convert data into information and base their decisions on the results the db is reporting, they find out that there are a lot of untrustworthy factoids in there – like how many pairs of shoes of what quality each factory is producing. Once they've tired of making bad decisions because of bad data, the bosses will give the agency more power to make sure the stuff in the db is valid – and one thing will lead to another – and after awhile you'll end up with an agency that's also performing in an advisory capacity. A secret one, perhaps, but a CA nevertheless – helping to sort out the facts and relate them to objectives of one kind or another. That'll get the leaders to copy the IPS format, even if they do it in secret. It may take a long, long time to get to that point, Andy, but it'll eventually happen.

“But even if the agency starts out as a secret counselor function – from there it's just a fairly short step until one faction reveals to the rest of the party faithful what the db shows, to prove somebody else is off base, and you've got a full fledged CA almost ready to operate – behind the scenes. And from there it's just another step to making the data public and using information instead of intimidation to control public opinion and strengthen or neutralize political power. Most totalitarian outfits may be a century away from tolerating organized political protest on the part of the public, but they'll have at least taken a first step in the direction of letting logic control their decisions for keeping control. And the rest of it can be made to happen, in spite of their mixed up Quest goals!

“Information really is power, Andy – and the international dissemination of news by electronic media is an unstoppable influence. You can't stop it any more than you can stop the clouds from floating over your country. Speaking of China again, for example, almost all of the top level politicians are very wealthy by western standards. Marx wouldn't approve of that, but the Chinese people understand. That wouldn't be news. Information can embarrass corruption though. And what will also put you out of the political business – anywhere – is having bad leadership decisions attributed to you.

“The ruling family of Indonesia, which is the world's fourth largest country and also a democracy, was supposed to be worth over thirty billion dollars when the revolution got them. And Chinese, who only made up three percent of Indonesia's population, controlled an inordinate portion of the rest of the wealth – before the revolution. My point is that communism or totalitarianism or authoritarianism, as systems, don't really have all that strong a hold – nor are they what they pretend to be. Whatever system will bring in the bucks and keep the top guys in power is the one that has the strong hold – and a modified CA system, if it's handled right, can do that better than a repressive or a confiscatorial system because it will allow the top guys to correct mistakes and take credit for doing it – and maintain influence by doing it. It ain't right, and it ain't nice – but it's a fact.”

Bellander glanced at Talia and they smiled warily at each other as Chang studied his notes.

“Now, Andy” Chang continued, “I noticed in your notes that you’ve been thinking about consortiums of multi-national counselor agencies, all using some magically valid set of facts. That ain’t going to happen. Everybody will want to pack their own database with their versions of whatever factoids seem important in their country. They all want to control each others’ perceptions, so it will take years to invalidate the quack packs and get everybody’s db up to a trustworthy level. A long, long time. A century or two, perhaps. You can state that it’ll have to happen – and tell them why, just to put all the politicians on warning – but don’t spend more than twenty seconds on the world government idea.

“Ridgeson said I should warn you against suggesting a world government – and he was right. And if you had one, it would have to be based on positive discipline – which is not something responsionalist minds can understand easily at this moment in history.

“Plus you’d also have to talk about ND – and the international army would represent the ultimate power of negative discipline. But if you think of an international army, think of a high sheriff with a million man swat team, ready to swoop in and knock off some criminal type who is building up an arsenal in violation of the orders from the lord high la-de-das. And that would be a completely separate unit from the international police force – but neither of those things is going to happen. Period. At least not in our lifetimes.

“You’d have to spend a mint to select soldiers with the right personality profiles, then you’d have to keep their morale sky high – plus comprehensive specialized training, big paychecks, keeping their families in privileged style, and more emphasis on PD and ND than your own military background can possibly make you imagine – because you’d want mercenaries who weren’t a threat to the general population, in any way. And if you had those guys spread around the world in, say five, encampments – each encampment would have to be a world unto itself.”

Chang grinned to himself, then said “They’ve got a saying down in Texas – ‘If you’ve got one riot, you send one Ranger’. With an international government it’d be the opposite. They’ll say ‘We’ve got one potential riot, so send in five battalions of Fourth Corollary Enforcers and make absolutely damned sure that potential problem goes away.

“For that you’d need mercenaries who were always ready to fight, not peacetime soldiers – and those mercenaries would have to be disciplined in terms of their relationships with civilians like no soldiers were ever disciplined before. No rapes, no provocations, no fights – no stuff like that. There’s never been an army like that. And you’d probably have to have laws protecting them from civilian provocations – you know, from the wannabe tough guys who are always looking for a fight to prove they’re macho.

“Actually – it might be pretty darned good duty, if you think about it. And a lot of pride.

“But anyway, Ridgeson is right – don’t go off on that sidetrack. Keep your pitch simple.

“So that’s why I’m saying that, for the moment at least, you have to skip over the masses and show the power guys that they can make their lives easier if they get more logic behind their political decisions. Adding that to their overall perspectives is your first task, and I guess you’ll have the best chance of selling them if you sold their underlings the idea first. They’ll all be at less risk of losing their jobs if they adopt your format, because logic minimizes emotional confusion – but they’ll have to think about it awhile. Everybody else is telling you to make your pitch to the people, but I’m saying you should aim it at the big shots – or at least the bright up-and-comers who work for the big shots.

“Then, with time, the guys in power’ll begin to do a better job of looking at full sets of facts and taking the needs, wants and desires of the masses into consideration – as people, not units. Do you see? The facts can lead to healthier economies – and more tax money to spend. It’s going to be inevitable, and the OSLs will eventually welcome it – but it’ll happen in long time frames in most countries – and a true world government is a long way off in the future, but you’ve gotta plant the seeds now, not later.

“The basic underlying reason for your speech, my boy, is to try to enlarge the world’s perspective on common sense techniques for controlling the future. Explain to them why management-by-objectives actually works if you do it right. I know you have other purposes in mind too – but they can wait. They’re in subsequent time frames.

“The keys to maintaining civil rights and freedom obviously include the judicial systems and the freedom of the news media – the people who already represent third-party evaluation – but your counselor agency investigators will represent third-party evaluation too, and that’s what you have to sell first.

“Hopefully, the third-person examples of your CA investigators will then reinforce the logic and integrity of the courts and the news media in countries where they’re weak today. That’s evolutionary – but it sets the stage for democracy. And once even the most self-important OSL guys begin to see the value in third party suggestions they’ll begin to see that they don’t have to be afraid of accepting advice. They really just want to keep the operating power, and the CA format can let them do that. All the rest is just appearances. There are systems, and there are systems, and there are systems.

“Just don’t expect to cure everything at once.

“Honesty is cultural, for example. And the key to freedom from Quest frustration is to have interesting, rewarding work to keep your mind busy. Such things are at risk when you’re letting people with limited perspectives choose the course a nation takes. Political lackeys will always try to get governments to provide sinecure jobs, but their failures to make a contribution can’t stand up to inspection. Any way you cut it, Andy, your plan is not about changing cultures or distinguishing between democracies and dictatorships – it’s simply about enabling the real people in all governments to make better contributions.

“Frank’s right when he says you shouldn’t bother trying to cure old habits – you should just install new ones and let the old ones dry up and die. Same thing here. Just explain the new paradigm and let the old paradigms die from disuse. Don’t waste your time – or anybody else’s time – trying to change the old stuff.

“An OSL system might work OK if you had some perfect person in the top chair – and plenty of fulfilling jobs to keep the masses happy – but the odds are that the bureaucrats would screw things up anyway by trying to exercise their Quests and their delegated authority in ways that didn’t match the boss’s perspective.

“So tell me, do you think the primary skills of the president of a democracy should be in sales ability or administrative ability?”

“It’d have to be sales ability” Bellander said with a grin, “but she’d have to know how to choose people with administrative ability to be her cabinet officers.”

“Right. Just like a dictatorship” Chang replied. “The bureaucracies have to show that what they’re doing is satisfying the purposes and achieving the objectives of whoever is in control – but that’ll produce the effect you want to achieve whether the controller is the general public or a one-man show. ’Scuse me – one-woman show.

“Having fulfilling work to do is what neutralizes the Quest search, so Marx was off base when he said religion was the opiate of the masses – I think he actually said ‘the opium of the people’ – but it’s having interesting, rewarding work to keep the subconscious off the Quest questions that’s the opiate to the Quest. Religion provides answers that calm the Quest, but the Quest itself is the addiction – and achievement can quench that appetite.

“The reality is that management-by-the-masses isn’t a very practical thing even if you can get them to agree on purposes. You can’t just write off dictatorships or autocracies because you don’t like them, Andy. Repressive totalitarian systems, perhaps, because they may be candidates for some fourth corollary teaching to get them to change – but that’s about the only place that international police action may really be needed in government in the near future. Government leaders all over the world are going to listen to you carefully, and evaluate the potential benefits of your idea to them – providing you word your message right. Even the certifiably nutty ones. But they aren’t about to give up power.

“Most people are willing to be told what to think. We’re conditioned to be that way – and the OSLs know it. If people don’t understand what a guy is saying, we always tend to assume that he’s smarter than we are – which is where the real problem lies. All leaders know that, which is why they blather and obfuscate so much. They don’t like to take chances with facts when they can con their way through. That’s why you need to bring in measurement. That’s the ND that punishes political stupidity. Without that measurement function, politicians have ITND – and once they know they’ll face it, they’ll be a damned sight more careful about adding perspective to their decision-making.

“If you ask several million people for their opinions, you’ll get several million answers – whether they know what they’re talking about or not. Most of that is Quest talk, just to make them feel important. Now if you elect a few hundred of those people to Congress – and don’t give them facts to think with – you’ll get about the same ratio of gibberish.

“The thing about the people who run for Congress or the other leadership positions is that they may be willing to take orders on how to vote but they’re also accustomed to looking out for themselves. They don’t have to be flamboyant to get elected, but they do have to be accustomed to getting their way in the end. And when you put several hundred of those kinds of people in a room and ask them to agree on national purposes and national objectives – you end up with several hundred POVs. So that’s the major weakness of a democratic system. They need a mental meeting ground, not just a room.

“You’ve got over 500 political parties in India, for example, who want to tell about 300 hundred million illiterate voters what to think. That’s where your CA system can really come into its own. You could call it the smorgasbord approach to setting objectives – some do call it that – but it can eventually produce several magnitudes more of national unity than just holding a general election can produce. And as long as India supports freedom of the press and China doesn’t, China may not be able to catch up to India as a world economic power for a long time. I know it may not look that way now, but you can take my word for it.

“Our news media haven’t figured that out yet – because they’re preoccupied with China’s emphasis on ND. But do you see how the elements may fit together to push India ahead of China – and how the up-and-comers in China are going to opt for change instead of war to prove they can do it too?

“There’ll always be hardliners who try to get their brother OSLs to buy into starting a war when things really begin to get frustrating in their systems or in their areas – but I’m counting on your speech to establish a perspective that’ll keep them from making such sales, Andy. In fact, I think that within a generation or two China might have the equivalent of a palace revolt against its old line narrow-perspective types.”

“So you’re trying to bet me that our own country won’t adopt the CA system within one generation?” Bellander asked. “Why didn’t you just say so, if that’s what you think?”

Chang raised an eyebrow and chuckled. “I didn’t want to taint your high hopes with a negative suggestion – but I couldn’t resist offering you the bet. So, OK – you caught me. It might take a couple of generations in most countries, but I was betting that it’d happen faster than that in a spot or two – and perhaps faster than it will happen here.

“But I did want to be sure you understood the basics of your project.

“Malcolm’s initiative planning sequence format is correct – perhaps to a greater extent than you’ve realized. I don’t want you to take anything about it for granted.

“The difference between leading and managing is that leaders set long range objectives and insist on absolute follow-up in measuring progress to make sure they’re staying on course – while managers just handle the jobs of getting from one objective to the next. The coach wants to win the game – and the players just want to make each play work.

“So your counselor agency idea is a tool of leadership – which can be used equally well by management. It isn’t a form of government. It isn’t a political mechanism. It isn’t a device for causing cultural change. But it can be all those things or any of those things.

“And I just wanted to talk with you kids to make sure you’re seeing it for what it is before you assemble that speech of yours.

“Don’t rely on the news media to figure those things out, Andy. On the other hand, the public’s perspective – while it may sometimes be simplistic and naive and unsophisticated – is usually quicker to see the big picture than their elected officials’ perspectives.

“This so-called ‘vision thing’ that you hear politicians talking about is supposed to magically point the way into the future, but visions really aren’t all that hard to figure out – unless you’re just an accommodater or a hack, or both.

“If you’re a leader you have the luxury to keep thinking and checking the options until you feel stalled out – then you can step back and relax, and usually you can see the big picture of what’s ahead of you – be able to imagine what’s over the horizon and chart the rest of the course. OpSys people don’t have that luxury. Their jobs are time-intensive and transaction-intensive – which is why they need to follow a decision-making process. IPS may seem slow – but it saves time in the end. And the CA system adds perspective.

“In this country we started out with purposes – but most of those senses-of-purpose faded a long time ago. Today’s super patriots and holier-than-thous and white supremacists and anti-governmentalists and such – none of those limited-perspective guys have read or understood the minutes from the previous meetings. None of their current positions could stand up to our original purposes, because it would show none of them really believe in the values the words on those old pieces of paper defined. Those guys aren’t leaders, they’re just hyper-reactors.

“What’s really interesting is that as you keep checking on what people are thinking all around the world, as I do – you’ll find that lights are ready to go on, everywhere. I call it the common sense catalyst – and everybody understands it. All these ideas have been percolating away, and now that electronic communication is here we’re ready to move up another step on the perspective ladder. You’re just explaining the technique for doing it.”

A bemused look crossed Chang’s face, and he looked at Bellander a moment.

“We’re constantly putting OpSys guys in top jobs and hoping their perspectives expand enough to match the jobs. We figure that if they could solve OpSys problems they can fulfill leadership objectives – and that’s exactly the time we should be measuring them more frequently, but we wait and say we’ll ‘let history decide’. It’s much better to put them into a system that already has the perspectives and the learning curves built-in.

“Narrow-perspective people do strange things. Pol Pot had his followers killing off anybody who wore glasses, and everybody who did it was called a hero. Stalin went on killing what he called the bourgeois group for decades after there were none of them left to kill off. In fact, they never existed as a group in the first place. And Mao went after the evil landlord groups and the so-called imperialist spy groups even though very few such groups ever existed – and he caused more deaths than Hitler and Stalin combined.

“You’ve got to get it all based on Ps&Os, not beliefs – even though beliefs build the value systems. And you’ve got to base the objectives on facts, not factoids.”

Finally he smiled and said “Now capitalism is another story, Andy. I’m willing to wait awhile for democracy, but we do need to establish capitalism – or some form of it – right away. Everywhere. Can you define capitalism?”

Bellander looked at him suspiciously and slowly said “To me, it’s the right to private ownership of goods and property”.

“Good enough” Chang replied. “It doesn’t have anything to do with laws or culture or religion though. Right?”

“I’d sure like to think it does” Bellander replied.

“Have you ever hear of Ciudad del Este? In Paraguay?” Chang responded.

Bellander shook his head.

“Well, the business district was about twenty blocks long, with an average of about 300 shops and two banks to a block – and that little town generated almost as much sales revenue a year as Sao Paulo, which is in the same general region and one of the biggest cities in the world. Ciudad del Este got most of its volume from smuggling stuff into Brazil – and a lot of it was damaged goods or semi-defective goods. And a helluva lot of it was stolen. But money talks – and political borders and tariffs are weak constraints.

“Capitalism is like discipline – no ethics of its own. Now value has no true definition, but everybody has their own definition – and the basis for that definition is a combination of rationality and the Quest drive. Which means if you want to add ethics to capitalism you need to emphasize one of those factors to the point that RLB values result – and the reason for that, like I said, is that money is always at or near the top of the values list. You happen to be promoting rationality, Andy, while preachers promote Quest drives.”

Chang fell silent for awhile as he reviewed notes on his computer screen, then glanced at Talia and said "I didn't notice where he'd correlated IPS with the four Cs. Is that just an oversight in the notekeeping?"

A look of concern came over her face, so Chang turned to Bellander and said "Have you?". Bellander gave him a blank look in return.

Chang gave him a little grin and pressed some keys. The list of corollaries appeared on the wall screen.

Corollary Rules of Negative Discipline

1. *You do not have to experience ND to learn to avoid it.* (Anticipation of pain or frustration can provide learning. Animals tend to bluff more than fight.)
2. *ND must be enforced or be intended to be enforced or it does not exist.* (An ineffective bluff becomes PD instead.)
3. *The strength of the enforcement must exceed the strength of the drive to continue.* (A slap on the wrist is PD to someone who simply needs/wants/desires attention.)
4. *ND should never be enforced if there is not a reasonable expectation the teaching effect will be achieved.* (If you can't hit the other guy harder than he's going to hit you back, you're enforcing PD. And if you only teach others to resent you, you are placing yourself in danger – probably more than if you did nothing.)

"There is a correlation between this list and the IPS format, Andy" Chang said. "If you declare a phony objective, it's the same as violating the second C. See what I mean?"

"I guess so" Bellander replied.

"You've got a military background so it should be obvious to you" Chang stated firmly. "You might want to do that once in awhile to plant a misperception in the enemy's mind – but if you do it to your own troops you're not only screwing around with their morale, you're losing reputation. If you set an objective that you don't want to commit to attaining, it's the same as trying to run a bluff – and if the truth comes out, people will quickly begin to lose faith in your leadership ability.

"If you want to set an objective you don't know how to attain – be damned sure you say so – because it's not really an objective at all. It's faith or hope or need/want/desire stuff – the sort of thing that dreams are made of. That ties in with the second corollary.

"Worst of all, if you don't, it's fool/factor – advertised for the world to see. Politicians think it's cute to set great goals because that gives the impression they're forward thinkers

– and when things don't get done they're quick to blame somebody else for poor implementation. You do that a couple of times in the business world, Andy, and you're going to be out on your ear – and that ties in with the third corollary.

“The whole reason you're giving your speech is to try to bring the politicians into the real world – the world where you make a commitment, get your ducks in a row, and then you make damned sure it gets done. In other words, the IPS format. When you talk about measurement in the business world, Andy, you're talking about holding peoples' feet to the fire. And it's the same thing in the military – but not in politics, as you well know from all the times you've seen politicians try to set military objectives and violate 2C, 3C and 4C as they do it – and then blame somebody else when it became clear the right objectives weren't set at the beginning.”

A serious look came over Chang's face. “You can't run a business or a nation or a world with that kind of sloppy thinking, guys. And you're going to change that. You've got to.

“Look, I won't keep you kids any longer – I just wanted to make sure he'd developed a realistic point of view on this big project of his. So get out of here and let me get back to work. I've got phone calls to make and wire transfers to approve and E-mails to send.”

The Outline

Delia reported that the President had accepted Nik's suggestion and set a date and time for the speech, so they had about six weeks left for preparation.

"OK, Andy" Mary said, "The time has come to get real on this deal.

"Think about it, pal. Of all the people who ever worried about what the world was coming to, how many ever tried to make a difference? And how many of those who tried to change things ever really made much improvement? You're going to! But nothing can happen until you make the sale – so we'd better get it right."

He grinned at her, then squeezed her hand. "It's a good feeling, Mary, knowing we've got a shot at doing something that can be really valuable to everybody. A good feeling.

"How do you want to do this? Shall we just make a sequence list so we can discuss the visuals? I don't know that I need all that many."

"That'll be fine for right now" Mary replied. "We can discuss details tomorrow, but that's really all I need from you today. You've already got the sequence analysis in your mind, don't you?" She pressed a couple of buttons and brought the Commcon list to the screen.

Commcon Sequence

A. Problems/Symptoms	(causes-effects, frustrations)	
B. Objective(s)	(goals, purposes, opportunities)	
C. Solution(s)	(quality, availability, price, service)	(4)(6)
D. Benefit(s)	(promises, results, drama)	(3)(7)
E. Support	(demos, testimonials, research, proof)	(5)
F. Need/Want/Desire	(situation, positioning, direction)	(2)
G. Opener	(question, benefit, free service)	(1)
H. Close	(ask for agreement/action)	(8)

"I think I've got it nailed" Bellander said. "And I really don't think I'll need many graphics. Why don't I just do an outline and let you challenge me as we go, if you need to? But I'll warn you – I seem to feel different about this speech than I usually feel. It doesn't seem to fit the usual pattern. I'll just use the numerical sequence."

"That'll be OK with us" Mary answered, "but remember that Commedit will be using what you type to develop a handout piece – so you're outlining the brochure at the same time you're outlining your speech."

Bellander's eyes narrowed a bit, then he said "We'll have to go back and choose headings for the brochure, Commedit – because I'm not exactly following the Commcon formula. Sorry about that, but I'm focusing on the speech right now. You'll have to ask Talia and Mary help to you in adding or editing." Then he began typing.

- Introduction by President

Define core problem(s)

- Appeal to America's pride – but
- Why no unified objectives in peacetime?
Except emergencies
- Your backgrounds = you understand the need for objectives
A critical flaw in our system
- Taxpayers ask 'why not run government like a corporation?'
We can
But we must define the problem very carefully
- A corporation has focused power – democracy has diffused power
Power in hands of one person
Power in hands of citizens – and their surrogates
- Our president is not the same as a CEO
- A corporate president controls the organization's money
The real source of power
- Congress controls the money in our government
We have '535 chief executive officers'
Not wrong – but is a system problem
- President of U.S. is the chief administrative officer
Head of administration
Commander in chief of military
Foreign relations – in collaboration with Senate
Has veto power – but answers to Congress
- Congress has final power
Not their fault
They didn't design the system
- Founding fathers had no blueprint
They borrowed ideas from Greece, Rome, Algonquin Nation
Many wanted to name George Washington 'king'
Washington personally created the administrative system
- Voters are supposed to guide the leaders of a democracy – but no practical way
No time or opportunity to stay fully informed – as leaders must be
No way to be directly involved – as leaders must be
- Elected officials – surrogates – are at a big disadvantage
- Congress not able to exhibit appropriate leadership
- Leadership requires
Clear decisions at appropriate speed
Objectives be set – to provide direction

- Actions caused
 - Measurements of progress/performance
- Our system ignores that final item – that a CEO must measure
 - Whatever gets measured – gets done
- Budget numbers won't tell you if goals are being achieved
 - Or if new goals are needed

Begin IIDs of problems

- We pass legislation and pretend that achieves goals
 - And blame the administration for failures in execution
 - That [tradition] is not valid leadership
 - Point one – you can't determine progress without goals
 - Point two – [acknowledge it is difficult to set administrative goals]
 - However – it must be done, can be done
 - Cite football [final objective is 'goal']
 - Cite pilot, ship's captain, vacation
 - Without objectives – no way to measure results
 - Leadership requires both information and perspective – to set objectives
 - Two kinds of objectives
 - Leadership initiatives – to measure performance and progress
 - Day-to-day operations – to measure efficiency
 - If leaders don't set goals – they have no way to measure progress
- [show cascade chart]*
- Each column represents a step in the echelon of command
 - And each lists the classic steps of IPS
 - Explain IPS briefly
 - Last step – maintenance – is imperative
 - Without measurement you don't know what to do next
 - Such measurement occurs everywhere but in government
 - Which is why I'm making this presentation
 - Perspectives change as you go down the chart
 - Different worlds at each level
 - Fourth level aware of leaders' problems
 - Forest for the trees syndrome = failure to reach leaders' goals
 - Leaders must keep score to be certain this doesn't happen
 - But this is a system problem – not a people problem
 - We could all describe situations – workers unfairly criticized
 - Unmeasured op system allows focus on wrong problems
 - Chart shows how this could happen
 - Easy to see in a corporation – or with governmental initiatives
 - Not easy to see in administrative services environment
 - Doesn't imply legislative group should meddle in administration
 - Meddling doesn't happen in corporation – needn't in government
 - Example – CEO may set goal of getting best from people [not most]

- Implies need for quality – which saves money
 - Does not imply worker overload – which risks errors and sloppy work
 - Administrative work requires discretionary decision-making
 - ‘Best’ may require better computers or system upgrades
 - Alert leaders anticipate future budget items
 - Leaders must make certain systems are operating in optimum fashion
 - Leaders must expect and budget for system maintenance
 - Budget numbers do not indicate system performance
 - Leaders need feedback on performance
 - Difference between leadership and management
 - Congress must control the systems – not be controlled by the systems
 - Contrast with Judicial decision-making process – explain
 - Work comes to them
 - Legislators must do prep work – plus render decisions
 - But Judicial is focused on past facts – Legislative [leaders] on future goals
 - Leaders need combination of perspective and expertise
 - 535 leaders must read equivalent of Gone With The Wind every day
 - Not possible
 - We can’t tolerate such demands on their time
 - This is a general system problem – not a people problem
 - What can we do?
 - Electronics opens the door
- [replace cascade chart with art spot of networked city]*
- Reiterate leaders’ need for perspective
 - Cite historical precedent of leaders having counselors

Begin discussion of agency services/benefits

- We are proposing a federal counselor agency
- [replace art screen with CA screen – Flash Votes, Flash Reports, Research Reports, Measurement of Performance]*
- Widest range of unbiased expertise
 - Would include CRS, CBO, GAO & OMB – plus specialists
 - Electronics = fast response
 - Instantaneous encyclopedia at fingertips
 - [Refer to LVU’s setup]
- [replace CA screen with BICO screen , spelled out]*
- Two response formats
 - Explain Flash Vote
- [replace BICO screen with example of FV response]*
- Available in just a few minutes
 - Will be used frequently
 - 1,500 samples = opinion poll
 - Second format is Flash Report
 - Refer to IPS
- [replace FV screen with cascade chart to discuss IPS]*

[replace cascade chart with FR screen – Complete List of Considerations, Comprehensive Perspective]

- Whole agency participates
 - Thought bins
 - Editing
 - Comprehensive outline available in a few hours
 - Helps avoid sin of error of omission
 - Full perspective with just a few minutes of reading time
 - Assign project team = produce Research Report
- [replace FR screen with RR screen – legal, fiscal, human, environment impacts]*
- Fiscal impact statement available in three versions
- [replace RR screen with Fiscal screen – minimal, optimal, maximal]*
- Explain three versions
 - ‘Stockpile’ 25, 50 or 100 workups
 - Know budget requirements of important legislation in advance
 - This agency equally qualified to suggest purposes and objectives for the future
 - Should be required to publish annual list of their suggestions
 - And give reasons why

[replace fiscal screen with OR screen – current, future]

- Call it the Objectives Report
 - One section for current activities
 - One section for future activities
- Show budget figures wherever possible
- Note we are calling it a counselor agency
 - Cite function of an attorney/counselor (advise, not command)
- Nobody has to take their suggestions
- Members of Congress would use list to check with constituents
 - Outgoing sessions suggest agendas for following two sessions
 - Corporations must plan 2 years in advance – so should Congress
 - [regardless of who gets elected/re-elected]
- How to make certain agency experts remain up to date?
 - Out-of-date counselor is useless
 - Plus – Congress needs performance feedback

[replace OR screen with SR screen – full investigative authority]

- Agency must have authority to investigate and draw its own conclusions
 - Authority equal to FBI
 - Budget numbers don’t tell the whole story
 - Systems – not just execution – may need changing
- So – agency should be required to publish an annual Status Report
 - Just what are our tax dollars buying?
- Two formats –
 - Report card = 1-to-5 ranking of each department & each agency
 - Full data = encyclopedia, both in print and on Internet
- ‘Report card’ interesting to Congress + constituents + cabinet officers
 - Each of 14 departments

all government agencies, including independents

‘If it ain’t broke, don’t fix it’

- ‘Encyclopedia’ interesting to committees and cabinet officers
 - Budgetary insights – increases, decreases, terminations
- Status Report would also give the president an unbiased opinion of how well the administrative systems are actually working
- Show that voters – taxpayers – need the counsel’s evaluations too
- Equally important – for putting together next budget
 - Change, increase, decrease, terminate

[blank screen]

- SUMMARIZE to this point
 - Discuss value of all this to the public
 - This is the way the public handles its budgeting – right?
- Could the government be ten times more effective if it did the same?
 - [It might look the same to all outward appearances]
- We must put Congress in control of the system – not vice versa!
- Plus there are additional benefits
 - Warning a bad report is coming – will cause quick correction
- Self-improvement will be automatic
 - Same thing with ombudsman function
 - Change, not retaliation
- Almost qualifies the agency to be a fourth branch of government
- That must not be allowed to happen
 - Service agency – nothing more
 - Cannot compete with elected officials
 - Highest respect – but no advocacy
 - Immunity to negative discipline corrupts
 - Must deal in facts – not political advocacy or law enforcement
 - report law violations to the proper authorities
- Employment contracts vs. tenure
 - Must be absolutely trustworthy
 - Cannot compete with authority of elected officials
 - Any member of Congress can blackball renewal of contract
 - Must be done openly – arguments settled at ballot box
- Another aspect of perspective

[return to CA screen screen – Flash Votes, Flash Reports, Research Reports, Measurement of Performance]

- Counselor agency needs breadth of knowledge
 - List types of knowledge/expertise
 - Most of it already on federal payroll
- Don’t even need to leave current desks
 - No giant new complex needed [just an admin building]
 - Electronics is the key

[replace CA screen with RCA screen]

- Also on state payrolls = regional counselor agencies

- How many? – tbd
- Partially funded by feds
 - Not under control of feds
- Participate in Flash Votes, Flash Reports and Research Reports
 - States' opinions included on all matters
 - Not all the best opinions – are in Washington
- [replace RCA screen with 'CA System' head but CA screen text]*
- We are considering creating a Department of Peace
 - Not as big as the Department of Defense
 - But just as important
- Question – if Defense can have the finest systems, why not the Congress?
- Tanstafl
 - Might have to hire replacements at current jobs
 - Would have to charge for some jobs
- Charging other agencies = money from one pocket to the other
 - Not to just recover costs
 - Must control workload
 - Overload = filibuster = anti-American
 - Use filibustering only for debates
- No fee for FV – modest fee for FR
- Larger fees for Research Reports – intensive task force jobs
- Committee chairman or cabinet officer, or above
 - Can buy for others

[blank screen]

Begin Summary

- Founding fathers didn't 'leave out'
 - They didn't realize what was needed
- They endorsed BICO for equality
 - But ballot box was only part of the answer
 - No effective way for public to participate
- They assumed – only people like themselves
- But if voters are to be leaders, they must contribute
 - Productivity and efficiency measurements cannot be state secrets
- Must have objectives
- Cite war example
 - System problem, not personnel problem
 - No way to run a war – or a government
- The kind of information officials must have for budgeting
- Very serious matter
 - Failure to correct could mean loss of democracy
 - Totalitarians can move swiftly

[535 CEOs screen]

- Our 535 leaders must be able to function as one
 - Gain perspectives quickly

Set annual objectives – not settle for business-as-usual
Get realistic feedback – not rely on budget requests alone
[replace 535 screen with ziggy-zaggy city screen]

- Electronic technology has finally made all this possible
- Counselor agency can help leaders reach consensus more quickly

[replace art screen with following text]

Perspectives

Purposes

Objectives

Maintenance

Measurement

Feedback

Improvement/progress

[replace text screen with OR screen]

- Objectives Report will provide expert perspectives on future
Help constituents set Objectives
Help Congress set agendas
- Plus shine bright light on current operations

[replace OR screen with SR screen]

- Status Reports will help provide on-going perspectives
Rationalize budgeting process
- Status Report investigations will help cause automatic self improvement
Plus provide ombudsman function

[replace SR screen with RCA screen]

- Regional counselor agencies can make states' voices heard at top level

Bellander glanced up at his cohorts and realized that Talia was leaning on the back of his chair, watching his typing with great interest, while Mary was watching the text appear on the big wall screen. He grinned at Talia and she touched his cheek with the back of her hand.

“Let me stop you for a moment, Andy” Mary said. “I like the way you’re sequencing this thing, but remember that I like to see sub-sequences within it – the 3-4-5 sub-groupings – and I’d like you to consider introducing each solution step with a benefit promise. You know the routine.

“That sequence of benefit promise/solution/support proof is time proven as the most effective way to make a sale. OK?”

“I know what you’re saying” he said, “but I don’t think I want to do it that way this time, Mary. I don’t feel comfortable turning this into a sales pitch – because I’m not sure that’s what it is. Remember that I’m talking to a bunch of Hi-D and Hi-I types who can smell a sales pitch coming a mile away.

“I feel more like a professor trying to inform a class than a salesman trying to close a sale. And I don’t have a lot of hard proof to back up my promises, you know. I can get away with just offering promises, can’t I?”

“I got Talia to let me show me the final Commcon version your people wrote when you Blues came up with this concept, and I loved it – but then I got to thinking about how it might hit the political crowd or the average citizen who wasn’t prepared for it. What you wrote might be the way it would be introduced on the floor of the House or Senate – very positive, very compelling – but for my purpose I think I need to stay somewhere between that approach and sending up a whole series of logical, positive-sounding trial balloons. Politicians always use trial balloons to soften resistance, you know.”

“OK” Mary answered, “I hear you. I’ll go with your version – until tomorrow at least. But a benefit promise here serves the same purpose as an objective in Malcolm’s initiative planning sequence – it provides a direction for the listener’s mind to follow. Just remember to keep dropping those little direction guides when you’re actually making your moves.”

He nodded.

“Sounds like it has a good flow” Mary said. “An excellent flow. You are going to draft a complete speech, aren’t you – not just wing it?”

He smiled and said “I’ll draft a full version, so I can follow a TelePrompTer whenever I want. But I’m going to wing the first draft.”

“Commedit” he said, speaking toward the screen, “Give me a copy of the outline to take with me. I’m going to dictate my first draft at home tonight, and I’ll want printed copies early tomorrow. OK?”

“And Mary will give you three or four summary screens to tack on at the end. OK?”

“Sounds fine to us, Mr. Bellander” a woman’s pleasant voice replied over the speaker system. “The outline is being printed in your apartment right now. You dictate it and we’ll have the speech both on-screen and in print by six o’clock tomorrow morning.” Then she mischievously played a sound like a submarine dive alarm over the sound system and they all laughed.

“What I was trying to do here was give you a peek at where I want visuals” he said to Mary. “I’ve got to admit I’m pretty weak at deciding on visual backups for anything beyond an occasional chart or map. And I’ll leave it up to you to provide the summary stackups at the end for me. What do you think?”

Talia raised a quizzical eyebrow at Mary and said “I think you’re exactly on target – or awfully close, honey. Awfully close.” She turned to Mary and asked “Don’t you agree?”.

Mary nodded, gave the two of them a big grin and replied “Which one of us are you calling honey?”. They all laughed.

“Yes” she continued, “he’s on target all right. He may be a little thin on both support details and graphics, though, which may cause my DTP artists to come up with visuals that don’t quite fit. Can’t have that. We may have to keep talking about that, Andy”

“What would you say if I said I didn’t think I needed this many visuals?” he asked.

“I think he may be right” Talia said.

“I’d say you’re a damned fool” Mary replied. “You need a visual now and then so the audience can shift its attention back and forth from you to the screen. And if you change direction, a visual is the best way to yank their chain and bring them along with you. Plus I’m one of those people that goes to sleep if I have to keep looking at one spot very long. It’s a formal situation, and you’re discussing abstract ideas – and that can get pretty booooring. You definitely want to show the cascade of objectives chart up there in front, in any event.”

“Ohmigod yes, absolutely” he said.

“All the rest of your spots make good sense to me” Mary said. “Trying to show people at work wouldn’t tell much. One desk job looks like another until you explain it – and you don’t want to interrupt their train of thought just to explain a visual. Visuals’re supposed to add, not detract, but an occasional chart or schematic can help communicate what you’re saying a lot faster than words can, Andy. Something with those ziggy-zaggy lines to indicate a network, for example. And add variety. Add variety. Would you like a flow chart showing the communication lines between the counsel and its clients?”

“Too complicated” he replied. “I just want to point out the need to tell time, not how to build the clock.”

“We’ll need some of the art spots in our printed pieces, though” Talia said. “At this point we have all text. Pages and pages of straight text. We’ve got to put a few attention boosters and road signs in and around that copy just to keep those readers from going to sleep.”

“You’re right” Mary said, “Talia and I are planning two handouts, Andy. One is a copy of your actual speech – including your visuals – and the other is a booklet that gives supportive background and rationale for what you’ve said. The speech will be printed just as you give it, but we’ll sprinkle the other eye-catchers around in the booklet.”

“That sounds perfect” he replied, “except I keep having the feeling I’ve left something out. What’s missing? Have you guys caught it?”

The two women looked at him and smiled. “Whatever it is, perhaps it’ll come to you as we go through the reviews” Talia said. “I think you’ve got a pretty good funnel-effect working, so don’t worry about it.”

“Funnel-effect?” he asked.

“Just the standard Commcon routine – where you start with the broad picture, narrow it down to the specifics you want to discuss, then present another broad picture and do it again, tying sub-perspectives into one overall perspective . In Commcon, the benefit promise gives the large perspective, then the solution explains the specifics. It’s the same thing I assume you’ve been doing in your diplomatic presentations. Or not. What you’ve outlined here works for me anyway.

“As to the booklet I’m assembling for you – at the moment, Commedit and I have accumulated enough snapshots of information to fill several books. When I get my hands on your actual script I can re-assemble my notes into something that corresponds to your sequence but fills in the holes where you didn’t have time to elaborate. You know – provide additional pathways and thought starters and finishers.

“If I find places in your script where I think something is needed I’ll mention it to see if you actually want to include some of our notes. I’ve allowed two weeks for my work – that’s assuming you’ll get your rough draft to me by the end of this week. Then we’ll have about three weeks to print and ship. At the moment it looks like you can do your part, then I can do my part, then we can print and ship – and still have two weeks of open space before the day of your speech. We’ve discussed all this with the President, and the date has been set, so his office is already printing and sending out the invitations. OK?”

“I’ll be ready to help refine your speech if you need me, Andy” Mary said. “She won’t need to see stuff like that unless you and I change the general sequence. Make some notes as you dictate if you think of specific visuals you’ll want in the book.”

Bellander went back to his suite, made a few additional notes, put on a telephone headset, dialed Commedit and started dictating. He quickly realized he was enjoying following his outline, with only minor deviations here and there, and that increased his confidence.

He paused occasionally to step out on his balcony and review his thoughts. The peaceful scene seemed incongruous, almost intrusive. When he was on the balcony the project seemed completely out of touch with reality, but when he returned to his desk the job at hand seemed more real than his surroundings. He was acutely aware that his thoughts, which would never have occurred to him a few months before, might eventually change the reality of the world in the future.

Talia was the only constant in both his present and future thoughts.

He was careful to at least include all the outline elements as he dictated, and he felt the end product of his speech was as solid as he'd hoped.

He went to bed as soon as he finished dictating the speech, but he slept fitfully – and the feeling he had overlooked something was still in the back of his mind when he awoke.

Preparations

The next day he found he was still as satisfied with his first try as before. He and Mary made minor changes here and there, but nothing drastic seemed needed. Mary's summary text and screens were exactly what he'd have written.

Mary read the final product, grinned at him, slapped her hand with the script and said "Go, baby, go! I it's right on target!"

Then he found that her desktop publishing group had anticipated every idea he had noted as a suggestion for the booklet. "Tell your DTP graphics gang they're a bunch of absolute geniuses" he remarked, and Mary replied "They know. They know."

She kept telling him how much she liked his work. He was surprised because she had a reputation among her people as a stern taskmaster when it came to details, and he hadn't followed the Commcon formula nearly as closely as he knew she'd prefer. He had expected her to at least suggest a few major revisions in the way he had sequenced some of his topics, but she seemed quite satisfied with his result. Her opinion meant a lot to him, and his level of confidence grew with each compliment. All the rest of the Blues gave their approval too, and they were able to send a copy of the final version of the speech to the president more quickly than he had expected.

He worked closely with Talia for a week, converting LVU jargon into conventional language and helping her prepare the reference booklet. The actual preparation of the booklet only took four days, plus one more day was used in checking press proofs, and then the wait began.

With LVU approval, the White House had distributed advance copies of the speech to everybody invited to attend the presentation, and to the news media. Each copy had carried a request, signed by the President, not to discuss the concept publicly before the presentation took place. As expected, most of the politicians and every member of the news media began to publicize guarded opinions, without getting into specifics – and, as expected, public interest was growing higher as each day passed.

The few negative opinions ranged from budget concerns about where to house 'more bureaucracy' to 'making big government bigger' – and a few mutterings about 'a super agency to meddle in the affairs of other agencies' – but all the significant opinions emphasized the possibility of major positive benefits.

Senator Ridgeson had called, asking for background and clarification on some points, and a copy of the rough draft of the booklet had been sent to him. He was busy establishing himself as a converttee – a prime source of inside information and a cautious supporter of

the project. FPA headquarters had begun to hint to their members that the FPA was somehow a secret sponsor of ‘this major concept, of possibly enormous importance to the future of our country’. They were careful not to appear to endorse it outright, however.

Although his confidence was high, Bellander still had the vague feeling he had omitted something. He felt like a lawyer fretting over the possibility of forgetting to include an important piece of evidence. Talia firmly agreed that he should avoid the philosophizing which had played such a major part in his training regimen, and just as firmly told him that the training had probably made him want to over-explain his concepts.

He went to each Blue personally to ask what was missing. They all offered reassurance instead of advice. Nothing in his or Talia’s notes gave him a hint of what it might be. Nik told him he merely had ‘writer’s jitters’ and that there was no cause for concern. Still, when he realized how many thousands of copies of the booklet were being printed and shipped all over the world, the finality of it all almost came as a disappointment to him.

Talia had put the Lexus creed in the front of the booklet, and its presence gave him a more comfortable feeling. It seemed to be the final endorsement of all the Blues and all the rest of the Lexus Valley organization, and his vague worries finally subsided.

She became even more of a disciplinarian, challenging him on the golf course, working out with him in the exercise room, discussing tactics the counsel might employ in the coming years and the nuances of PD and ND those tactics might cause. He knew they were both preparing themselves to appear before committees and talk show hosts, and to suffer through the endless pointless interviews with reporters. She was doing her best to keep his sense of anticipation anchored in the present, but there was an inescapable air of unreality to it all.

He finally decided that his sense of what was missing really had to do with his doubts that the concept could ever be approved by the Congress. He was convinced the conservative factions would never allow the counselor agency reporters the authority to investigate “untouchable” organizations such as the FBI, the CIA or the NSA, and he kept asking himself “Who will guard the guards?”.

He had long debates with Talia as to the many dogmatic philosophies he knew he was facing, and kept considering ad libbing a little fire and brimstone on the subject of immunity-to-discipline, to be certain of making the point with the public. She convinced him that he was already risking alienating his immediate audience, and that emphasis could come later. His diplomatic sensibilities slowly took control, and his concern faded.

He turned his attention to the trip. He, Talia, Nik and Delia were scheduled to check in at a hotel the day before the speech, and to have dinner at the White House. They were also scheduled to go to the White House for coffee after the presentation. “We’ll watch TV and check the reviews of your one man show” Nik told him. Bellander thought about it

and made a few optional arrangements of his own. He didn't quite feel comfortable about getting that closely involved in the political scene.

Then suddenly, as if there was a gap in time, they had flown to Washington, checked in, unpacked and settled into their hotel rooms. Bellander remembered the good wishes and hand shakes of the assembled Blues as they had departed, but that already seemed to be in the distant past. He felt comfortable about being back in Washington, but he found he was missing the familiar sights of Lexus Valley much more than he had expected.

He made himself go through the routine he had relied on in his diplomatic jobs – a conscious relaxation of every muscle, step by step, then clearing his mind and making himself be alert to everything from the smallest detail to the most abstract reference. By seven o'clock, the time the four of them entered the limo to go to dinner at the White House, he felt completely in control of himself and his surroundings again.

They found they were the guests of only the President, the Vice President, the Speaker and their spouses. Bellander was pleased that the group was so small, and he appreciated the honor attached to it. He could not recall a time in which even heads of state had dined only with the president and the two men who represented the order of succession to his office. As he had suspected, Nik and Delia were nearly on a first name basis with everybody already. He judged that the Speaker and the VP were a bit wary of each other, but the general air of friendliness seemed real. Talia was perfectly at ease, and the others immediately perceived that she and Bellander were very close.

He was somewhat surprised at the strength of the leaders' personalities. Each had his own style, but he could feel the forcefulness behind even casual comments. Bellander was not accustomed to meeting political leaders in such an informal atmosphere. Talia sensed what he was feeling and the two of them stepped away from the group for a moment.

"All three of these guys are both high D's and high I's on Frank's egonition chart" he said, "and my instincts seem to be on full alert. I think they're all stronger than I expected. I sort of feel like a farm pony in a herd of wild mustangs."

"What else could they be?" Talia replied with a grin and an arched eyebrow. "They're aggressive politicians, not diplomats. All three of them have to be able to force their opinions on people in a hurry – not jaw at them for weeks like you and your friends used to do. These guys have a jillion things on their minds, all the time, and they have to be able to keep making things happen. And they may be way ahead of you in understanding the value of your project. We'll see."

"I really liked your speech when I read it, Andy" the Vice President said, "but it isn't clear to me how the Lexus Valley system works. Was it the result of a collaborative effort by their high council, or was it written by a committee, or did you write the speech yourself?"

Nik guffawed. “We were ready to help him write it, if he wanted, but he pushed us out of the picture and wrote exactly what you’ve read. All we did was present him with our background thinking and tell him he was on his own. He used to work for you guys – then he came to work for us – now he only answers to himself. I’m glad you like it, because our daughter is apparently the only one left who could get him to change one word.” He nodded toward Talia.

There were smiles all around, then Nik added “Delia is the one who can tell you what we do and why we do it, though”. He gestured toward his wife, and Delia spent the next 20 minutes explaining the organization they had created, and the why and how of what LVU was all about.

The group listened with rapt attention, expressed amazement at the complexity of the operation – and listened with surprise as she described situations they had changed around the world. Even the President, who already had a clear picture of their operation, was surprised at the manners and methods with which those results had been accomplished.

Finally the Speaker said “I had no idea such an organization existed, and I’m very , very impressed. However, I get the impression that your proposal is strong on logic – but maybe a little weak on practicality, Andy.”

“How so?” Bellander replied.

“Well, for one thing, you’ll find that in politics the only thing that counts is who can solve problems. The voters don’t really give a damn about all those high cost, high-tech systems you’re trying to promote. Oh, I agree objectives are important, but what it comes down to is whose ox is being gored, and what you can do about it right away – and I think all that electronic stuff is still 25-50 years in the future. Getting things done is what counts, not saving a few minutes here and there.”

Bellander looked at him a moment and said “But there’s a precedent for everything I’m suggesting, Mr. Speaker. All you have to do is talk to the CEO of any major corporation in America about how they run their companies. And I’m firmly convinced the American public wants to run the government more like a corporation than the way we’ve been doing it.”

The Speaker glanced at the President and went on. “You’re going to end up with a list of real blue sky objectives instead of a list of real objectives, son. The liberals will want things like sending every kid to Outward Bound and the conservatives will want things like training every citizen in how to operate surface to air missiles. Just getting a list from a think tank isn’t going to help us all that much.”

“Perhaps that cascade of objectives chart means something different to me than it does to you, Mr. Speaker” Bellander replied.

“I’m sorry” the Speaker replied, “I haven’t actually had time to read your speech or see your chart. I was going on what my staff had told me. I’ll read it tonight.”

“It shows that leaders need to accumulate enough facts to provide a rationale for doing something” Bellander replied. “That identifies a purpose. But that purpose just remains a hope, or a dream, or a wish, or a desire unless you set some goals and start trying to reach them. But just passing legislation and turning it over to the Executive branch doesn’t guarantee you’re going to reach those goals – and if you don’t evaluate their progress from time to time, you can’t tell if the Executive branch is doing as you expected. And if you just measure their efficiency instead of their actual attainment of the goals you set for it – you’d be measuring the wrong activities.

“A ship would stay tied up if it didn’t get under weigh and start aiming to pass marker buoys down the channel – but if all you measure is its fuel consumption, you still won’t know if it’s on course. But you know all that. I guess we’re just discussing semantics.”

“Well, as I say I haven’t had the time to read your speech, but my staff has briefed me on it, and it seemed to me that you’re misjudging the power of the presidency” the Speaker continued. “After all, he is the chief executive officer of the country. He’s the one who’s supposed to tell Congress what we should be doing. That’s why the people made him president. Are you saying you don’t you agree with that?”

Bellander’s face hardened and he replied “Yes – because that’s not how the Constitution describes the structure of our democracy. A dictator has the same power as the CEO of a corporation – but our Constitution doesn’t say the president has such powers. We pretend he does in times of emergency, but the fact is he doesn’t control the budget and he can’t dictate what laws should be passed. Only the members of Congress can do that – so the fact is we have 535 CEOs, not just one.

“His veto gives him the power to say no, but it doesn’t give him the power to say yes. A dictator or a corporate CEO has both of those powers. When time allows – namely, in peacetime – only the Congress has both of those powers in our government. As a matter of fact, the same holds true in wartime too.”

The Speaker glanced at the President with a look of consternation on his face and received an unconcerned smile in return, and Bellander continued.

“Oh, I realize that it’s convenient for him to tell the Congress what he thinks is needed for him to do a better job of running the country, but his authority doesn’t include telling the Congress what to do. The responsibility of the leadership of the country actually falls on the Congress – but we haven’t been following the Constitution. The Constitution describes the president as the chief administrative officer – not the chief executive officer. It doesn’t say he’s responsible for deciding what the nation’s future is going to be. And it does not say he is expected to act like a king or a dictator. In fact, the Constitution specifically prevents him from acting that way.”

The Speaker's face was becoming flushed and Bellander glanced at the President, who merely smiled at him and nodded his approval, so Bellander kept speaking.

"The Congress has the responsibility of deciding what laws need to be passed, and they can do that whether he wants them to or not. And then they have to provide the money so his people can administer them – and if that means raising taxes, they can do that whether the president wants them to or not. You, as Speaker, don't answer to the president – and there's a reason, under the Constitution, that you don't.

"Our background booklet makes a distinction between systems run by one decision maker – or a small group which holds the power – and systems which answer to an electorate. The booklet refers to the former as One-Strong-Leader systems – and it's very rare that a dictator or power group has enough perspective to provide comprehensive leadership.

"The concept of democracy says that while certain individuals may be smarter than the rest, the best informed composite opinion of the masses is more reliable – over time – than the average of the individual decisions of the people. That's because the democratic system provides a way to bring more points of view into consideration. And that's why the founding fathers came up with a system that put 435 members in the House – all of them sharing the CEO's power – rather than just put one guy in charge. I understand that you fellows want to be told what to do – but only the voters can do that, not the president. The voters are like your board of directors.

"And the simple fact of the matter is that any modern government needs leadership across a much broader range of perspectives than any small group can provide. That's why the Constitution puts the actual power of leadership in the Congress.

"Now Theodore Roosevelt used the power of his personality to conduct his office as if he was a CEO. And Franklin Roosevelt had to act like a CEO to provide leadership during an emergency – the inflation, the isolationism, the anarchy, the collapse of society as we knew it back then – but such exceptions don't change the wording of the Constitution.

"You know what they say about power corrupting ..."

"It's immunity to discipline that corrupts" the Speaker interjected strongly, "exactly what my people tell me you said in your speech. I like that. And I agree with it. But my people obviously didn't brief me on your speech as thoroughly as they should have."

"That's all right" Bellander replied mildly. "But the conduct of the two Roosevelts, while admirable, set a precedent for one man acting as the leader – which is why the public today is confusing the office of the presidency with the office of CEO of a corporation. They simply aren't comparable, because the president of the United States is not the highest authority in our system. The voters are, and the people the voters trust to decide how to spend their tax money and make their laws are the Congress – not the president.

“The CEO of a corporation is the highest authority in his world, and while he’s subject to the discipline of both the board and the stockholders, his major job is to set the objectives for his corporation – provide directions and cause improvements. The president of our country is clearly the most influential person in the country – and he is clearly the chief of state. But, in a democracy, the job of setting the objectives must be performed by the people who control the money or the public will have forfeited their power to whatever strong personality comes into the presidential office. Don’t you agree?”

The Speaker looked nonplused for a moment, and then nodded and said “I guess you’re probably right, technically. And I have to admit I’d really love to see the day when we could have that sort of super secretarial pool you’re pitching. That would speed things up immensely. But tell me this, Andy – suppose the public buys all this, and we go ahead and create this super agency, and it publishes its recommendations – do you really expect both parties to endorse what’s on that list? Won’t they still come up with their own platforms, aimed at curing the problems the public is hottest about? Won’t they?”

Bellander looked at him in mild amusement and replied “I think that’s right – but that’s not what I say in the speech. Everybody wants to make themselves look a little different so the voters will think they have a choice. And I’ll agree with this, too – preachers and politicians are great at pointing out big problems and saying ‘I’ll tell you the solution if you cross my palm with silver and give me your vote’. Part of the public will always place their hopes in the big talkers and give them money or votes, but under this system you’re going to have a much bigger problem fooling the news media about the influence of big campaign contributors.”

The Speaker bristled. “Are you saying we’re just big talkers, on the take?” he demanded.

“Now boys, boys” Delia said soothingly.

“My party’s platform says we must cause change” the Speaker continued. “We must improve the nation – so our citizens will begin to respect the rights of others again, and we can begin to win the war on crime. And the first thing we have to do is get people back into the churches, whether you respect our ministers or not, Mr. Bellander.”

“Oh, I respect the ministers” Bellander replied. “But getting people to respect the rights of others is a purpose, not an objective. And winning the war on crime is a purpose, not an objective. Getting people back into the churches might be an objective, but I’m not convinced that that alone would cure the crime problem. I think you’ll agree with me that education would also play a major part in curing the crime problem, but we’re doing a poor job of educating – and I’m not convinced that listening to a minister for 60 minutes once a week will accomplish that education. Don’t you agree, Mr. Speaker?”

The Speaker fell silent, but it was clear he wanted to return to the battle. Then he said “I understand that you want to set objectives for everything. Is that right?”

“Yes” Bellander replied.

“Well how the hell can we set objectives for governmental services? What do you want to do – tell the IRS they should get tougher and collect more taxes, for example? That sort of stuff just isn’t going to fly.”

“Perhaps you wouldn’t have to ask questions like that if you’d have found the time to read your copy of the speech” Nik replied. “If you’d have had our system in place, Congress would have approved upgrading the computers at the IRS a decade before it did – and you’d also have known their first effort at an upgrade was falling on its face. You can blame the office of the president for that sort of thing if you want to – but it’s up to the guys who control the money to know too. That’s what leadership is all about – and you guys have been getting away with passing the buck for too long. That’s gotta stop.”

“He’s going to say that to that audience tomorrow?” the Speaker roared.

“No, of course not” Bellander replied. “But that’s the message. And the rest of the message is that this is all due to a system problem – not a people problem.”

“Gentlemen, gentlemen” the President said, “we may have some philosophical differences, but those can be worked out. As Nik is always saying ‘definition is everything’. We’re probably all in agreement if we just had the time to sort out all our definitions.”

“Besides, John” the President continued, “as long as he’s going to keep calling you Mr. Speaker instead of John, it’s obvious that he isn’t about to back off either. You should at least read the brochure they sent out the other day. And the speech. Tonight. All of these points got covered in both of those things.”

“I’m sorry I haven’t had time to read his material” the Speaker replied. “And I apologize if I was coming on a little too strong, Andy. One thing I always admire is a man with the courage to back up his convictions, and you obviously believe in what you’re proposing. I’d love to have you on my side in the House. Have you given any thought to what you’re going to do once you’ve parted company with this band leader guy who’s done me so many favors?”

Bellander grinned. “They’ve been making me concentrate on this project so hard that I haven’t given much thought to it, John. Except for her.” He nodded toward Talia. “I’ve fallen in love with my project manager, and she says she won’t give me the time of day until I’ve completed this damned presentation. Talk to me after my speech tomorrow.”

Talia reached over and patted his hand, then pulled away.

“Besides, John” Bellander said, “if you’ve been noticing – the President has been grinning from ear to ear through all this. The fact is, if you guys’ll approve this agency idea, he’ll

come out of it looking more like a CEO than anybody since George Washington – and he’s got that all figured out. And you guys will look like saviors too.”

“I believe, if you’ll take my advice, you should give the best damned speech in the history of politics tomorrow, Andy” the Vice President said, and there were broad smiles all around the table as they realized he might have a secret motive. Another slight look of concern came over the Speaker’s face.

“I’ll tell you this, Andy” said the Speaker with a grin, “if you give a speech tomorrow good enough to get that gal to say yes, this little dinner this evening will be a night to remember for all time to come. I’ll admit I’ve got some real qualms about it at the moment, but don’t let me distract you. You just keep your eye on the real prize.”

“John” the President interceded mildly, “I think I ought to warn you that you really should read their brochure before the press gets to you. When Lexus Valley gives a rationale for something, they get it done – and you aren’t going to like some of the questions the press throws at you if you haven’t read that booklet. For example, they ask why we have to maintain such a big military establishment. Now every time I ask you that you threaten to punch me in the nose for being unpatriotic, but they give a pretty good challenge to the reason-why answers you always give me. And they make a pretty good case against your position, too. I don’t want to blindside you on this – and I’ve got to warn you that Nik and I have been thinking along some of these same lines for quite a long time.”

The Speaker thought a moment, grinned and shrugged. “Things change. If the public says we’re doing things for the wrong reasons, and spending money the wrong way, I can live with that. I may not like it – but my heart will always be with the voters. Right?” He glanced around the group, then he said “I’m going to read your book tonight, Nik.” Then he and his wife exchanged broad smiles, and he said “Thanks for the warning.”

The rest of the evening was uneventful but pleasant. They chatted until 11:00 o’clock, which was an hour longer than scheduled, and everybody parted company in the best of moods.

The Speech

Next morning Bellander felt very confident. He decided he only needed to review his presentation, and declined an invitation to rehearse. At his suggestion the four of them spent the day sightseeing, with him as the guide. They stopped at the auditorium briefly to make certain all the arrangements were complete, and he spent five minutes checking the visuals, but he was certain he could speak without them if need be. The others seemed to share his confidence, and he felt totally relaxed.

After a light late afternoon snack they returned to the auditorium, well ahead of schedule.

Talia came backstage with him. Nik and Delia stayed in the lobby and began renewing numerous acquaintances. The President joined them twenty minutes ahead of the TV deadline and they made small talk. When the stage director gave him his cue he walked to the podium to make his introduction. The moment had finally arrived.

“It’s a good thing we have somebody of his stature to introduce me” Bellander whispered as he peeked past the curtains, “because everybody out there is more interested in gabbing with his neighbor than in listening to some unknown evangelist whose speech they’ve already read. They wouldn’t be here at all if it hadn’t been for his invitation. Do you suppose they’ll at least pretend to pay attention?”

“Sure” Talia replied. “They know the cameras will be panning around to catch their faces, so they’ll be on their best behavior. It’s the same as an Oscar night – except they probably already know where they’re going to applaud, or not, and why. No problem.”

“Good evening ladies and gentlemen” the President began. “Thank you for accepting my invitation to attend this presentation. I think you’ll agree the importance of the topic of the evening is unprecedented in our nation’s modern history.

“For the citizens who are watching this broadcast, let me say that the audience here tonight includes members of Congress, members of the Supreme Court, the cabinet officers, special guests and members of the news media. We are gathered to listen to a presentation concerning how the structure of our federal government might be modified to make it function more effectively.

“Many in attendance here in Washington already know what our speaker is going to say – and I assure you that you’ll hear a great deal of discussion about his proposal in the weeks to come – but the reason for presenting it this way is so every citizen will have a chance to form an opinion of their own.

“I have taken the unusual step of scheduling this presentation so that we – our citizens and our officials, together – can begin consideration of a concept which may well cause a

major change in the way we conduct our democracy. Taken in that context, what you will hear tonight could affect the course of history.

“The presentation is being made by a non-partisan organization – but one which, I might add, has been of enormous usefulness to our government, to myself and to past presidents of both parties, and to our country, in a myriad of ways. They are staunch, unbiased supporters of our nation.

“They have asked that they not be identified at the moment, so this concept can be evaluated on its merits alone. Your speaker, Mr. Andrew Bellander, was a pilot in the U.S. Air Force and a very successful diplomat with our State Department before becoming affiliated with this organization. Andy....”

The President left the stage and made his way to his seat in the audience amid strong applause, and the applause was sustained as Bellander walked to the podium.

He took a deep breath, made certain he was projecting his voice as his associates expected, and said “Good evening, ladies and gentlemen. Thank you for giving us the opportunity to make this presentation in this truly unusual manner.” He received more applause. He had expected interruptions now and then, and thought he knew where they’d occur, but this surprised him. He decided they were either applauding themselves for being there or filled with tension over what they knew he was going to say. He had no objection if they wanted to stretch out his speaking time, but he made a mental note not to let unexpected interruptions surprise him again.

“We Americans” he continued, “can take pride in the fact that, because of our democratic form of government, our country has become the most powerful nation on earth. Our ancestors created a governmental system that has been copied around the world, in various ways.

“But the reason I am speaking to you concerns a special question of great importance, which is – Why is it that our democracy seems to have the ability to agree on unified national objectives in times of war, but seldom in times of peace?

“Many of you in this audience, and hundreds of thousands of you out there listening, have been in military service – so you know the value of setting objectives when you are trying to take the initiative. And I know those of you from the corporate world will also agree. The fact is that the only way to take the initiative and try to control the future is by setting and achieving objectives – but a democracy simply seems to lack the ability to agree on unifying goals in peacetime. That’s a critical flaw in our political process.

“Our taxpayers ask why we can’t operate the government more like a corporation – and the answer is, we can – but we must define the problem very carefully first.

“First of all, a corporation has a focused power structure – while a democracy has a diffused power structure. A corporation places focused power in the hands of one leader, while a democracy places diffused power in the hands of the citizens and the officials they elect to act as their surrogates.

“That means that the president of our government does not have the same power as the chief executive officer of a corporation. The CEO of a corporation is the person with the authority to say how the money should be accumulated and how the money should be spent or invested – and to set the goals that organization is to achieve. But in our democracy the people with that power are the voters and the members of Congress, not the president.

“Which means that, according to the Constitution, the effective leaders of our country are the 535 members of the Congress – and we have, in effect, 535 chief executive officers. My colleagues and I are not saying that is wrong – but it does represent a system problem insofar as providing leadership to the country is concerned.

“The president of our country is in charge of the administration of fourteen huge departments and literally dozens of federal agencies, is commander in chief of the military and, in collaboration with the Senate, is responsible for our country’s foreign relations. He does have veto power over legislation – but he still answers to the Congress, and the Congress has the final power to pass whatever laws they want or to spend money any way they want, whether he likes it or not.

“But we can’t find fault with the Congress for that. They did not design the system. And there’s nothing wrong with that, either – as I hope to make clear.

“Remember that our founding fathers had no blueprint to follow when they put together their new democratic form of government. They borrowed ideas from ancient Greece and from ancient Rome – and they even borrowed a few from the Algonquin Nation here on this continent. Some of the founders – many of them, in fact – wanted to appoint George Washington as king, but he refused that title. And there simply wasn’t an administrative system for that new government until President Washington created one from scratch – one which answered to the constraints built into the Constitution he and his colleagues had just written.

“That Constitution indicates that the citizens are supposed to tell their surrogates what to do – but there is no practical way for the public to stay fully informed on all matters or to stay directly involved – as leaders must do. And that leaves our elected officials at a big disadvantage.

“Congress – through no fault of its own – is not exhibiting appropriate national leadership. Leadership – whether it be corporate or governmental – requires that clear decisions be made at appropriate speeds, that objectives be set to provide directions, that activities be set in motion, and that measurements of progress be made.

“Our system basically ignores that final item – the fact the CEO of a corporation has the power and responsibility to decide what gets measured. Anybody from the business world will tell you that whatever gets measured is what gets accomplished. Which means our nation’s leaders – the Congress – must have clear measurements of objective attainment in order to establish rational annual budgets. We definitely have a system problem in that area – because just looking at budget numbers won’t give you answers on whether objectives are actually being achieved – or if old goals should be redefined or new goals are needed.

“We pass legislation and pretend that just passing it handles the matter – and we blame the administrative people if there are failures in execution. That is not a valid discharge of leadership responsibility – but it has become the tradition of our system.

“Let me begin by making two points.

“My first point is that you can’t measure performance unless you set goals. And my second point is to acknowledge that it is difficult to set goals for an administrative system. We understand that. However, the leaders of every organization must keep evaluating how well it’s doing – or there’s no one in charge.

“If you’re playing football, each ten yards is an objective, and the last objective in a series is called a goal. The quarterback must stay aware of where he is on the field in order to decide what to do next. If you’re an airline pilot or a ship’s captain, each navigation marker is an objective to help you get from point A to point B – and you use them to measure your progress. If you’re going on vacation, each place you plan to stop for gas or a bite to eat is an objective. But the key thing to remember is that if you haven’t set objectives – you have no way to measure whether you’re accomplishing anything or not.

“Leadership decision-making requires both information and perspective before you are able to set objectives. And if the leaders don’t set clear goals – they have no way to measure whether their followers are performing as expected.

“But there are two kinds of objectives – those connected with leadership initiatives and the subordinate ones used in day-to-day operations. Let me give you an example of why the leaders’ goals are so important in an organization.”

He pressed a button and the cascade chart appeared on the giant screen behind him.

Cascade of Objectives

<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Level 4</u>
Perspective	–	–	–
Purpose	Perspective	–	–
Objective	Purpose	Perspective	–
Problem	Objective	Purpose	Perspective
Strategy	Problem	Objective	Purpose
Tactics	Strategy	Problem	Objective
Evaluation	Tactics	Strategy	Problem
Implementation	Evaluation	Tactics	Strategy
Maintenance	Implementation	Evaluation	Tactics
–	Maintenance	Implementation	Evaluation
–	–	Maintenance	Implementation
–	–	–	Maintenance

“Each of these columns represents a step down the chain of command. And each column lists the nine classic steps for planning and executing an initiative. Each of those nine steps is relatively self-explanatory. You gather information and build a perspective. If you see a reason to act, you state a purpose for acting. Then you set objectives which, after you have attained them, will enable you to achieve your purpose. Then – and only then – you identify any problems which will get in your way. Then you devise a strategy, and from that you devise tactics – and then you check to make certain the tactics will lead to achieving the objectives – in other words make certain you’re curing a cause, not a symptom. Then you implement your plan. And finally, you make certain you’ve planned to maintain the implementation – if it’s an on-going activity – by measuring the performance being achieved.

“That last step – maintenance – is where it is absolutely imperative that leaders take measurements. Without that feedback, they don’t know what to do next in order to sustain the efforts.

“That sequence occurs in almost every human activity except at the top levels of almost every government – and that fact is what defined the purpose behind this presentation.

“A discrepancy occurs because the perspective changes as you go down the chain of command – from left to right across this chart. Each of those groups lives in a different world. That’s why the people at the top – the leaders – cannot forego the need to make measurements of their own.

“The perspective of the people at the fourth level makes them aware of the problems the leaders want them to solve – but they may not be fully aware of why the leaders want them solved – the old forest-for-the-trees syndrome. This can lead the operating system

people to become so preoccupied with problems and secondary objectives that they lose sight of the main goals – and if they fail to reach the main goals, they obviously will not achieve the results the leaders expected – regardless of how many of their own sub-goals they achieve.

“If that happens, the leaders have a new problem. And the way for the leaders to prevent that is to make measurements of what is being achieved. The leaders must keep score.

“But what we have here is a general system problem – not a people problem. We could all describe situation after situation where conscientious, hard working people are trying with all their hearts to do things right, and are being criticized for their efforts. The reason for this is simple – a general system that is causing them to pay more attention to solving operational problems than to achieving leadership objectives. We must make certain that general goals are being communicated clearly – and then we must make certain the workers understand that their efforts to achieve the leaders’ goals as well as their own goals will be measured.

“What this chart illustrates is that if the leaders’ objectives are not clearly stated – it may open the door to the workers wasting time and money trying to do the wrong things.

“And if the leaders have inadvertently identified symptoms as being the real problems – the workers’ efforts aren’t apt to achieve long-lasting results. But these are system problems.

“Now it’s easy to see how all that might apply to the so-called dynamic activities of a corporation – and it’s easy to see how that might apply to a governmental initiative – but it’s not so easy to see how it should apply to common, ordinary, business-as-usual administrative services – in either a corporation or a government. And if you apply that observation to our governmental system, the inference might be that the legislative group should be meddling in the administrative activities – and that’s not at all what I’m proposing. We are not endorsing micromanagement. And that is not what happens in a corporation.

“The president of a corporation, for example, might tell his chief administrative officer that his objective was to get the best work possible out of the company’s personnel – but that’s a far cry from saying get the most work possible out of the personnel. To ask for the best work is to ask for quality, which saves money – while to ask for the most work is to say you’re willing to risk more errors and lower quality.

“We must realize that administrative work requires a lot of discretionary decision-making – and for people to do their best work may require new and better computer systems to speed the process, or upgrading the systems every five years, or changing the methods they’re being required to use – whatever it takes to get the best possible work done by the people in the system. You can’t tell those things just by looking at budgets once a year. An alert leader should already know why a budget request is being made – even though he or she doesn’t need to research all the details.

“Which is to say that it’s the responsibility of the leaders to make certain the systems are operating properly – and it is also to say that the leaders need system-evaluation feedback in order to bring rationality to their budgeting process.

“And, ladies and gentlemen, our Congressional leaders do not have access to such information. There can be a world of difference between budget numbers and actual achievement. That’s why corporate leaders measure and evaluate performance before they approve or reject budgets. And that’s why our Congressional leaders need better information in planning every budget – whether it’s for new expenditures or for maintenance of on-going programs.

“There is a difference between leadership and management – a big difference – and if our Congress is going to fulfill its leadership responsibility, we must make some changes in the system and in the way it works. We must put them in control of the system – not let the system continue to control them.

“To put their current position in perspective, let’s contrast the decision-making system in the Judicial branch with the decision-making system in the Legislative branch. The decision-makers in the Judicial branch are expected to sit in their chairs and think while other people – the law enforcement officers, the prosecuting attorneys, the defense attorneys, the clerks, the witnesses, et cetera – do the work of assembling and presenting the data to be considered. The key area of expertise required for their job is in the making of the decisions.

“By contrast, the decision-makers in the Legislative branch must do everything – gathering the facts, preparing their cases, arguing their cases and, finally, helping decide their cases. Their job requires they invest their time in many areas besides making decisions. Now I realize that our courts are overwhelmed with case loads, and I’m certain they need some major form of relief too – but the fact is that their decision-making system tends to produce a more uniform quality of good decisions than the legislative system is producing. And the judicial system is primarily concerned with things that have already happened – while our Congressional leadership must also be concerned with what they are going to cause to happen in the future. The future of our country is at stake here.

“So what can we do about these discrepancies?”

Bellander stopped and smiled at his audience. The looks on their faces assured him they were paying close attention, but they had not been granting him the occasional applause he had expected. He momentarily wondered if it had been a good idea to let them read the speech in advance.

Then he gave a mental shrug and continued. “As most of the people in this audience already know, my answer makes comprehensive use of electronic systems – systems which have only become available in the last few decades.”

He clicked off the cascade chart and replaced it with a sort of generic scene of the city of Washington, with Mary's "ziggy-zaggy lines" connecting a variety of imaginary buildings.

"First of all" Bellander continued, "let's discuss that matter of leadership perspective – the first step in the initiative planning sequence. Ladies and gentlemen, it has been estimated that every member of Congress would have to read the equivalent of Gone With The Wind, *every day*, just to stay informed on current issues. No one can do that – and the nation cannot tolerate a system that requires its leaders to spend their time in that way.

"Historically, the world's leaders have expected counselors to provide that kind of perspective for them – advisors who were expected to maintain a broad enough set of knowledge so that their advice was valuable to the decision-making process – and that's the simplest way to describe the idea we are proposing. We are proposing a federal counselor agency."

He clicked off the art spot and replaced it with the CA spot.

Counselor Agency Services

Flash Votes
Flash Reports
Research Reports
Measurement of Performance

"This agency would provide the widest range of unbiased expertise possible, on every subject – including how well our governmental systems were working – and electronics would allow them to provide their opinions and suggestions to the Congress instantly.

"The Congressional Research Service, the Congressional Budget Office, the General Accounting Office and the Office of Management and Budget would be melded into this one agency – and it would be sort of like putting an instantaneous encyclopedia at the fingertips of every member of Congress – as well as at the fingertips the top officials of the Executive branch. That consolidation of information, by itself, can produce several magnitudes of improvement in the effectiveness of our decision-making processes.

"The organization I represent has actually had a similar version of this type of system in use for several years – and it works beautifully. When a request for a proposal comes to them, they make an instantaneous survey of their experts and produce what they call a BICO response – a best informed composite opinion response." He clicked the button and the BICO spot appeared on the screen.

BICO
Best Informed Composite Opinion

“Now that response comes back in one of two formats, depending on the type of question asked. The first format is what they call a Flash Vote, which is a simple Yes/No response, and the reply might look like this.” He put the example on the screen.

<u>RESPONSES</u>	<u>NUMBERS</u>	<u>PERCENTS</u>
Yes	963	64.2%
No	280	18.7%
Undecided	120	8.0%
Discussion recommended	<u>137</u>	<u>9.1%</u>
Total voting	1,500	100.0%

“That may not look very impressive on this screen, but over the course of a year I suspect that most of the people in this room would find they could use that service in a multitude of ways. For one thing – because they’d be using electronics – our officials could obtain a report like that in literally just a minute or two, while they were thinking about a subject.

“You are all familiar with opinion polls, and you know that the poll takers say that a random sampling of 1,500 people will give you a fairly accurate reading on the opinions the voters have on a given subject. Our officials will undoubtedly continue to take such public surveys, but this is the equivalent of that – with the exception that in this instance the results are coming from people with very high level of expertise in their fields – and they will have opinions of special value to highly specific questions.

“The second format for one of these BICO surveys is quite different, however. It is called a Flash Report, and it’s far more comprehensive.” He replaced the Flash Vote chart with the Flash Report screen.

Flash Report

Comprehensive Perspective
Complete List of Considerations

“In a Flash Report, every expert in the organization – not just the 1,500 assigned to return Flash Vote responses that day – will be expected to make every suggestion they can think of that could make a contribution to the matter under consideration.

“Remember that classic initiative planning sequence you saw on the cascade of objectives chart?” He put the cascade chart back on the screen. “The vertical sequence of topics in each column?

“A Flash Report from this agency would include suggestions from the experts in each of those nine planning categories.

“As they type in their suggestions, they code them so they go into the correct thought bin – one idea into the problems bin, another into the implementation bin, a third into the perspective bin – you get the idea. Then an editing center goes through the total response

package and sorts out the duplicates, re-words the ones that aren't clear, et cetera – and produces the finished Flash Report.

“That whole process usually only takes one or two hours – and what you end up with is a comprehensive outline of all the things you should take into consideration in developing an actual program.”

He replaced the cascade screen with the Flash Report screen.

“That means the members of a Congressional committee could order a Flash Report and be ready, within a few hours – a day at most – to begin discussion of a matter that might otherwise take weeks or months of preparation.

“Equally important, it helps prevent the so-called sin of omission – the all too human habit of overlooking something which should have been considered from the beginning. Best of all, it gives each member of that committee – or the entire Congress – a chance to develop a full perspective on the subject with just the investment of a brief period of reading time.

“In addition, our organization can assign a project team to such a situation, and within a couple of weeks they can turn that Flash Report outline into a full Research Report – which is a fully developed comprehensive plan, ready to be put into action. And, I might add, our version of a Research Report includes four very important special sections.”

He replaced the cascade chart with the Research Report screen.

Research Report
Legal Impact Statement
Fiscal Impact Statement
Human Impact Statement
Environmental Impact Statement

“Furthermore, the fiscal impact statement can also be prepared in any of three versions.”

He replaced the RR screen with the Fiscal screen.

Fiscal Impact Statements
Minimal Version
Optimal Version
Maximal Version

“The Minimal version might be a stopgap plan – one to provide temporary relief. The Optimal version is the plan you'd normally request. And the Maximal version would be a money-is-no-object approach – the sort of thing you might need in a national emergency.

“Such reports from a counselor agency would obviously be extremely valuable to the leaders of the Legislative and Executive branches of government. Further, it seems quite possible to us that the Congress might examine 25 or 50 or even 100 such reports – and not act on them. But until and unless we begin to research the many ideas our various leaders feel should be brought up for consideration – there is a strong possibility that we will be failing to act on matters of national importance. We should at least get them in perspective so we can rank them in terms of their potential priority.”

He replaced the Fiscal spot with the Objectives Report screen.

Annual Objectives Report

Current

Future

“Now – let’s go back to the observation we shared at the beginning of this discussion – the matter of pursuing national objectives in peacetime. This agency would clearly be qualified to describe objectives and ways of measuring achievement for every existing federal activity. And that would be extremely valuable – because objectives have a way of changing as time goes by.

“Plus the agency would be just as qualified to suggest purposes and objectives for projects that, in their opinion, should be on the national agenda but are not yet under consideration by our leaders. So we propose that this agency be required to publish an annual list of topics it thinks should be on the national agenda – and, of course, to provide a reason-why for each suggestion. And, obviously, the agency should prioritize those items in what it thinks are their order of importance.

“We call this list the annual Objectives Report and one section of the report could refer to objectives we were already trying to achieve – a reminder to ask ourselves if we want to keep doing those things – and a second section could refer to objectives the agency suggests we should adopt.

“Now, please note that we are calling this a counselor agency – and we refer to it that way in the brochure we have prepared, and on the Website we have established for this subject. We are using that name in the same way a lawyer is called a counselor – someone who can give you wise advice, but does not have the authority to tell you what to do. Which means that nobody – not the Congress, not the president, not the public – has to take this agency’s suggestions. They will only be a service agency – nothing more.

“But that list of suggested objectives would give members of Congress a list of items with which to survey the opinions of their constituents – and we are recommending that each outgoing Congress accumulate the results of their personal research in these areas so as to suggest a core agenda for the next session of Congress. Or the next two sessions.

“In fact, the chief executive officer of a corporation is expected to be planning at least two years in advance – and we think the U.S. Congress should be doing the same – regardless of who gets elected or re-elected in the House of Representatives as time goes by. The pursuit of the nation’s business should not be dictated by political election cycles.”

He paused briefly and let his eyes sweep the audience, and once again noted that he was not getting interrupted by applause as he had expected. Satisfied that he still seemed to have their rapt attention, he continued.

“I’m certain you see the logic behind that part of the concept – so let’s look at some other considerations. One is the question of how to make certain the knowledge and perspectives of the people in that counselor agency stay up to date, month by month and year after year. The lawyers among you would be the first to say you wouldn’t want to be soliciting advice from a counselor who didn’t stay up to date in his or her field of knowledge. Right?

“Furthermore, there’s the other requirement we agreed to earlier – that leaders need status reports and progress reports from independent auditors, not just from the people who are doing the work. And I reiterate that that is not because the leaders mistrust the people, it is because they, as leaders, must be constantly vigilant as to whether or not the operating system is performing the way the leadership system wants it to perform – achieving its main goals, not just its day-to-day goals. If there has been a breakdown in communication in that area, for example, it is up to the leaders – not the workers – to correct that system coordination problem.

“However, in order for this counselor agency to be as well informed as you need it to be – and to be able to provide you with that kind of current-status information – it must be allowed to make constant spot checks of what’s going on. It must have the authority to determine for itself what’s doing OK and what’s not – and you can’t tell such things just by looking at budget numbers.

“It is all too easy to blame the people when things aren’t going the way we want – but we must remember that in many of those cases it may be that the system is causing the people to use a strategy they do not have the authority to change. Such things cause a loss of morale and a loss of productivity – and we must not allow system problems to create people problems as well. Nobody in government service sets out to do bad work. They’re all good Americans, just like us. We’re discussing system problems – not people problems.”

He replaced the Objectives Report screen with the Status Report screen.

Annual Status Reports
Full Investigative Authority
Annual Report Cards
Support Documentation

“So we further recommend that this agency be required by law to publish an annual Status Report of its findings and opinions in these matters. Both the Congress and the taxpayers have a need to know – and a right to know – what our tax dollars are actually buying.

“One version of that Status Report would be a simple report card, giving a grade between one and five on the performance of every government department or agency – including the independent agencies. The second version of that report would give a written evaluation of each of those grades. And we would be the first to admit that second report might look like an encyclopedia.”

He stopped and grinned at the audience, then said “I think we can all agree that that second report might be so thick that only political scholars would find it exciting – but I can assure you it would also be very interesting reading to committee chairmen and cabinet officers. That’s the kind of information leaders need when they’re evaluating program progress or planning the future.

“And equally important – that’s the kind of information the members of Congress need when they are putting together the next year’s budget. If an activity has achieved its goal, it should either be terminated or given new goals. And if an activity is not producing the results intended, it is the duty of the leaders to determine whether the fault is in the execution or in the system the workers are being required to use.

“In our own organization’s wide experience in the field of business consulting, we almost invariably find the cause is a system problem or a communication problem, not a people problem. Finding fault with people is always the most popular solution – but seldom the best solution. And as proof of that – I invite you to examine how America’s best run corporations operate. It’s just that simple.

“So – the full picture of our proposal is now beginning to tie together. First, the agency publishes the list of suggested purposes and objectives it thinks should be on the national agenda. Next, the public discusses its opinions on those subjects – or any other subjects – with its elected representatives, and those officials suggest the agenda for the next two sessions of Congress. Then our leaders order Flash Reports and Research Reports from the counselor agency, and those provide well-researched starting points from which our officials can begin their discussions and reach their final decisions.

“And, as we have agreed, once such decisions have been reached, it is the duty of those elected officials to make certain that the implementation of their plans is accomplishing the intended results – which is where the Status Report comes in. It is the performance-measurement function that has been missing from our federal system. Leaders must measure over all performance – constantly.

“The reason-why behind all this is that the public is actually in control of the government – and this process will finally allow them to reach informed opinions and instruct their representatives as to what they want their taxes to accomplish. Year by year by year.

“As I mentioned, each Research Report would carry a fiscal impact projection, a legal impact projection, a human impact projection and an environmental impact projection. And the officials can then say to their constituents ‘This is what such-and-such a project would probably cost. Shall we proceed?’ – and the answers they get will tell them what new initiatives to include in the next budget. And the Status Report – the report card – will tell them which current activities need increased funding, less funding, change, or termination.

“Ladies and gentlemen – that is the way the public handles their budgets at home. They decide what they’d like to buy, they check out the price, and then they make a decision as to whether to buy it now or buy it in the future – or forget about it. That’s the way they do their family budget. And that’s the way corporations work too. And that’s the way they expect their government to work. And it can. It’s all really pretty simple, isn’t it?

“The government might work several times more efficiently than it does today by just following these procedures. Oh, we might still have arguments and contests of will power and occasional tips of the hat to special interest groups, and things might look much the same on the surface – but it’s results that count. And if we can put Congress in control of the system instead of allowing the system to control the Congress – both they and their constituents will be much more satisfied with the way our government works.

“But the benefits of this concept go far beyond that. Imagine, if you will, that an investigator of the counselor group tells the manager of a government agency that his agency is going to get a poor grade in the next Status Report, and they discuss it. You know what’s going to happen – that manager is going to make a major effort to correct that situation and try to get his corrective actions mentioned in that report too.

“Which means that the enhanced form of government you are considering will have the capability to make self-improvements automatically – a capability we do not enjoy under the present system – but which corporations take for granted.

“Furthermore, such agency investigators can serve as ombudsmen to the workers who want to suggest improvements – but can’t get anybody to listen to them. Our research suggests that tens of thousands of good ideas are probably going to waste under the present system – every year – and that is a tragic waste of our mental resources.

“And in addition, if somebody wants to blow the whistle on someone or something, they would now have a way to have the situation investigated by an unbiased third party, and corrections achieved, without the risk of reprisal which so often occurs in a bureaucratic environment. Once again this method will produce improvements – automatically. And we should never forget that the employees of our bureaucracies are also conscientious

taxpayers – and they’re probably more interested in improving their systems than the rest of us.”

He canceled the Status Report spot and left the screen blank.

“All in all, ladies and gentlemen, you will have created an agency whose services to our nation will be so valuable that it could almost be called a fourth branch of our government.

“And that must not be allowed to happen!”

He glanced at his audience and was pleased to see their strong agreement in their faces.

“We are talking about a service agency. Nothing more. It cannot be allowed to become an elite power unto itself. The power to control information is an awesome power. And allow me to remind you that it is not power that corrupts, ladies and gentlemen – it is immunity to discipline that corrupts – so this agency must be subject to the most stringent discipline. It must be required to live up to our greatest expectations. We must expect its word to be true and its conduct to meet the highest ethical standards at all times.

“Accordingly, my colleagues and I recommend that those agency personnel who are allowed to give advice to government officials be given four year employment contracts – and that any member of Congress can prevent the renewal of such contracts for any reason. We do recommend that the name of that official be placed in the public record – but any judgment as to whether the blackballing was justified or not should be between that official and his or her constituents. After all, the public owns this nation, and the people they have chosen to make leadership decisions for them – answer only to them.”

His statement received applause, and he paused and deliberately took a sip of water, then continued.

“Now, at this time I would like to change directions slightly and present another aspect of this counselor agency concept which would complement the first – but would not be directly under the control of the Congress. That is the concept of allowing – encouraging – states or groups of states to create their own local and regional counselor agencies.” He recalled the counselor agency screen.

Counselor Agency Services

Flash Votes
Flash Reports
Research Reports
Measurement of Performance

“But in order to bring the value of that approach into focus, let me first discuss the federal version a bit further. I feel certain you can agree that it would need expertise of every

type on its staff, in depth – experts in economics, agriculture, industry, technology, governmental operations, et cetera, et cetera. And let me point out that much of that expertise is already on the payroll of our federal government. And let me further point out that if we connect those people together through an electronic network – they might not even have to leave the desks they are sitting at today. We couldn't even have considered an agency like this just a few years ago – and today, through electronics, we can create it and not even need a building to house it!"

He stopped and grinned at the audience, then said "Well – I'll admit they might need one large building for their administrative people." He and the audience shared a laugh.

"And by the same token, the experts serving those local and regional counselor agencies I just mentioned could be allowed to add their opinions and advice to the federal counselor agency opinion polls as easily as if they were sitting in the next office. You know – the Best Informed Composite Opinion polls. With electronics, you see, it wouldn't matter where their offices were located – Chicago, Miami, Houston, Los Angeles – wherever."

He replaced the CA screen with the RCA screen.

Regional Counselor Agencies

Regional advice

Tied to National System

"What would matter, however, is that they could also help make certain that local or regional points of view were being included in the national perspective whenever a federal government leader asked for information on a topic by requesting a Flash Report or a Research Report. To put it another way – not all the best opinions in the world are located here in Washington – and we need to make certain all types of well educated opinions are included in the mix when that agency offers its broad perspective to our leaders. Anything less would be to shortchange ourselves as a nation."

There was a considerable amount of applause and Bellander stopped and gazed at the audience, then said "What we are considering creating, ladies and gentlemen, is a Department of Peace, equally as important to our nation as the Department of Defense – perhaps not as large, and certainly not as costly – but certainly just as important to our future.

"And one of my colleagues asked a question I'd like to ask you – If we're willing to buy the finest electronic systems in the world for our military establishment, why shouldn't the Congress of the United States be entitled to that quality of decision-making system too?

"Now I have not meant to imply that we could get all these services for free – because the agencies where those experts are now working might have to hire replacements for them – but I must repeat that they would not all have to be housed in one building. I concede that

they would have to have an administration building in which to house the editing staff I mentioned earlier – a sort of central nerve center building.

“But the key to this whole thing is to develop a system which makes all that expertise available to our government’s leaders – at the speed of light – regardless of where those experts happen to be sitting. Modern electronics can do that.

“We all know there’s no such thing as a free lunch, so I’ll also have to admit that this agency would have to charge for some of its services. Not so much to recover its costs, mind you, because for it to charge a fellow agency for its services would be just transferring money from one pocket to the other – but to assure that its time was not wasted by overloading it with requests. As a matter of fact, our studies suggest that you would probably have to be a committee chairman or above, or a cabinet officer, to be allowed to purchase Research Reports – but that doesn’t mean you couldn’t purchase such reports for others who asked you to do so. It just means that the people at that level should be the ones who control how much workload that agency would have to carry.

“Overloading the counselor agency with work would be the equivalent of a filibuster – and we think that filibusters should be restricted to the floors of the House or the Senate.”

He went to a blank screen again.

“So – our founding fathers didn’t so much leave something out of the system they created back there at the beginning – there was just something they didn’t realize they should put into it. It obviously wouldn’t have been practical for them to try to include all this back in their days, of course. There was simply no efficient way for a well informed public to let the elected officials know what the public wanted – if the public could have kept itself well informed. So nobody bothered to do a system analysis of how a democratic governmental system actually ought to work – in the future.

“They endorsed the BICO concept as an excellent way to include the public in the running of the country – but they didn’t quite grasp that the voters actually had no practical way to exercise the power they were being given. Just giving people the power of the ballot box does not give them an effective way to communicate their wishes or their opinions.

“And we must also remember that our founding fathers assumed that only people of independent means – like themselves – would be government decision makers anyway. They gave the vote to every citizen, but they didn’t really think the average citizen had the time to be as well informed or as involved in the affairs of government as the elected officials would have to be. And in a way, they were right – because the average citizen doesn’t have that time, even today.

“But if the voters are to be in command of our nation, a significant part of their leadership responsibility must be discharged by seeing to it that objectives are set – and that measurement of the attainment of those objectives is being made. That’s what their

elected leaders must do for them. Governmental productivity and efficiency cannot be regarded as a state secret – or simply as functions we don't need to bother measuring.

“Suppose, in a war, the generals were not able to communicate their objectives – and all the company commanders went in various directions to fight whatever battles they thought were most important. Or if the admirals were unable to communicate their goals, and all the ship's captains sailed around aimlessly, trying to guess where they'd be most useful. Or if all the pilots dropped bombs on whatever targets they guessed were most important. The company commanders, the ship's captains and the pilots would be trying to show initiative and trying to do the best they could to give some sort of priority to their efforts – but without guidance. And they'd all be reporting that they were very busy. And in each case you'd have a system problem, not a people problem – and the leaders would not have a clear picture of the performances their people were achieving.

“That isn't how to fight a war – but the same is true of peacetime initiatives as well. Our leaders must tell the troops what objectives to achieve – or there is no leadership. And our leaders must have access to objective evaluations as to how well our operating systems are performing – or they will never be able to rationalize the federal budget as they try to decide what to do next.

“And these are very serious matters to our citizens, because if you let somebody else decide what direction you're going to go – you give up your democratic rights and some other form of government will take control over you. And if our democracy cannot learn to make well informed decisions as fast as totalitarian systems can – the dictatorships of the world may eventually defeat us.

“So, I submit to you that what my colleagues and I are proposing – may very well be the concept which determines whether democracy will thrive or die in the coming years. We hope, with all our hearts, that you agree with our thinking.”

He paused for a moment before beginning his summarization, and again realized that there had only been a few relatively brief applause interruptions during his entire speech. He had been maintaining good eye contact with his audience throughout the presentation, and knew every eye was alert and that he'd been getting consistent nods of agreement at every step – but alarm bells in his mind told him this was not the ending situation he and Mary had predicted he'd face.

His finger was on the button, ready to bring the first of his lists of summarizing benefits to the screen, but he hesitated. He was so accustomed to making a closing summary that he couldn't imagine why he'd hesitated. For a moment he felt as if he was once again in the cockpit of a jet fighter, needing to make a split second decision as to his next move – but instead of an instrument panel he was seeing Mary's face. The wise eyes with the little laugh wrinkles at the corners were watching him intently, judging whether or not he'd make the right decision. He took his finger off the button, opting not to intrude on his audience's various stages of perspective with an overload of repetitive information.

“We appreciate your taking the time from your busy schedules to listen to our proposal tonight” he said. “Thank you for your courtesy – and your attention.” He gave a slight bow, turned and walked off the stage as the audience erupted with thunderous applause.

“It was perfect, darling” Talia said, giving him a hug and a tiny kiss on the cheek as he came off stage.

He put his arms around her and looked at her a long time, then said “I skipped the summary because I had the feeling they’d heard enough. It was the right thing to do, wasn’t it?”

She nodded and said “I had the same reaction. I agreed instantly.”

He continued to give her a puzzled look, and said “But I still have the feeling something was missing. And I think you know what it was. What was it? I’ve got to know.”

She gave him one of her beautiful smiles and said “It was just one of those things that you always remember a week later. And if it doesn’t come to you, I’ll tell you some day.”

Then, suddenly, Bellander realized the President had returned to the stage and was paying him a series of extravagant compliments. “What the hell is he doing?” he muttered. “We had an ironclad agreement that when I was done – that was it. No add-on politicking. No personality cult crap. Nothing. Just let the proposal stand or fall on its own merit. What does he think he’s trying to do?” He glared at the stage.

“He’s a politician, darling” Talia replied soothingly, “and the excitement and the tension letdown are too strong for him to know what else to do. Mary and Mom and I all predicted this would happen. He’s trained to seize the moment, and it seems to him he’s doing the right thing. Just let it happen”

Bellander’s professionalism took over as he quickly began considering how to handle the situation, and then it hit him. He looked at Talia and said “Well I’ll be damned! He’s giving me a chance to finish my speech and doesn’t know it. Now I know what I’ve left out!”

“Go!” she said, her eyes blazing with excitement and encouragement.

He strode to the President’s side and let the President raise his arm as if he had just won a boxing match. The applause rolled on and on. He was dubious about how many of them had actually understood the concept, but he knew he’d definitely started the consideration process – and his primary goal had been achieved.

Then he stepped to the podium again, raised his hands until the applause had quieted, carefully took a deep breath and said, “Ladies and gentlemen, the speech you have just

heard was broadcast around the world. There were hundreds of millions of listeners tonight who do not really understand how our democracy works, and they are undoubtedly a little curious as to why you are showing so much enthusiasm.

“All they know is that this is America, and they know that in America it is possible for the citizens to consider making a major change in their government without resorting to bloodshed and the loss of precious lives. They can see the logic in creating a counselor agency to serve our government – or their governments – but they aren’t quite sure just why it all seems so exciting to us.”

He drew another deep breath and, enunciating clearly with his most carefully controlled tone of voice, said “To those people, just let me say this:

It is a small planet,
And life is short.
Let us use the gift of intelligence, now,
That our children
And our childrens’ children
May live the lives
We dream for them.”

He turned, bowed to the President, and left the stage. After what seemed like a never-ending ovation the President stopped gesturing for Bellander’s re-appearance, stepped to the microphone and said “Good night. And I thank you again for accepting my invitation to hear this very special presentation.”

The house lights came up, and Phase One was done.

The Next Assignment

Nik and Delia joined them as the President came off stage, and all three offered warm congratulations. Nik and Delia were radiant with pride, and Bellander was pleased to note their pride was directed at him and Talia together, not just at him alone. Talia noticed it too, and her eyes locked with his momentarily.

The President said “I’m so happy I’m almost at a loss for words. You were superb, Andy. Absolutely superb! This calls for a major celebration, and I mean major. This has been an historical moment. I intend to honor you in every way possible!”

He turned to Nik and said “I don’t mind telling you, Niklas, there were times I almost phoned you and pulled out of the whole thing. I felt like I had so much at risk on this – and all I had to go on was my faith in you – plus an overwhelming desire to have it happen on my watch if it was going to happen. But you guys’ve pulled it off. It’s a concept whose time has come – and it was a great speech, and Andy was obviously the perfect man to give it. Let’s head back to the White House and begin the celebration!”

“Perhaps you and your guests would like to join us instead, Mr. President” Bellander replied. “I know you’ve made plans, but I would rather not go back to the White House. I have a special steak dinner in mind as my own personal reward – and there’s only one place in the world I want to eat it.”

Talia put her arm through his and gave her parents a conspiratorial smile. The group stared at him in stunned surprise and astonishment.

Bellander smiled at them and said “I don’t mean to be disrespectful, Mr. President. I realize how much concern this must have caused you and what relief you must be feeling now that it’s over – so I think it’s only appropriate for you to let us buy you and your guests a steak too, to show our appreciation.

“As to honoring me personally, that’d be wrong. This was a team effort, all the way. There are thousands – tens of thousands – of guys like me could have done the job, given the superb education and support that I’ve received from Nik and Delia’s people.

“Furthermore” he said, with a glance toward Talia, “this tyrant of a project manager has been making me eat healthy food during all those preparations – so she knows why I’ve made arrangements to go straight to my all-time favorite restaurant and have a steak. A big steak, and all that goes with it. Right now. And we’d like all of you to join us.”

The president looked confused, and a look of concern came over his face.

“I did take the precaution of telling the Secret Service and the White House staff I was going to invite you” Bellander added, “and the Secret Service has checked out the restaurant and given it complete clearance. And if my information is correct – all your staff had been asked to prepare were some hors d’oeuvres to go with champagne. If you folks’d like to join us, your chauffeurs already know how to get there. Otherwise – we’ll see you tomorrow.”

Nik began to laugh. He turned to Delia and said “See, I told you he was as independent as she was – and I don’t think anybody can control the two of them anymore. What the hell, let’s do it their way.” The President nodded numbly, so Bellander made a phone call, collected the rest of the group, and led them into the night.

The owner of the restaurant met them at the curb and greeted Bellander profusely. “We had the TV on in the bar because there was so much curiosity about what was going on tonight, Andy – and when I realized you were the one making the speech I couldn’t believe it. You were terrific, baby, just terrific! And boy, have I got a steak picked out for you.” He glanced admiringly at Talia and said “Hi”, then his eyes widened and he blurted “Nik! Delia! So you’re behind this! I should have known”, shaking their hands enthusiastically and giving Delia a kiss on the cheek.

“Michael!” Nik roared. “Long time no see, old buddy. We should have figured he’d choose your place.”

Three more limousines arrived, and the President, Vice President and Speaker and their spouses were suddenly on the sidewalk, surrounded by Secret Service agents. Dozens of uniformed policemen had cordoned off the area. Mike turned back to Bellander, a look of disbelief on his face.

“Andy, for god’s sakes, what are you doing to me? You should have warned me!” he said, grinning from ear to ear. “All you said was you needed a room for 20 or 30 people, with one table for 10. I thought you must be bringing folks from the State Department. And I figured you’d have some foreign bigwig in tow – and that’d account for all the Secret Service clearance stuff.”

“You’d never have believed me, Mike” Bellander replied. “Besides, you’d have over-reacted. You always do.”

Then they realized that the sidewalk was no place for greetings, and the maitré de proudly led his guests through the restaurant to their private room as Mike greeted the other guests. Their room was promptly filled to overflowing with waiters and Secret Service people.

After seating his guests, Mike came back to Bellander and said “You were a knockout, Andy. Absolutely fabulous. I didn’t understand all the stuff you were talking about, but that crowd sure did – and I know crowds.”

He turned to Talia and asked “And who is this?”

“Well I’ll be damned, Mikey” Bellander said, “I finally found somebody you don’t know. This is Talia Lexus, my project manager – the other half of who I am.”

Mike glanced at Nik and Delia and grinned broadly. “I’ve heard rumors that she was as pretty as her momma – and but I didn’t think that was possible. So now I know it’s true. Talia – this is a real pleasure!” He bowed and kissed her hand.

“You know, Mike” Bellander said, “I used to wonder about that wolf’s head emblem you wore on your lapel, but you always gave me a doubletalk answer when I’d ask you about it. Then I got out to their place and found out it meant you were an FOV. I figured if I brought them here tonight you could renew old acquaintances.”

“We can indeed” Mike replied. “This is perfect, Andy. I’ve known these characters for over twenty years. And I’ve got a link with their satellite from my office, right upstairs – as I guess you must have figured out. But I almost didn’t pass inspection because the Secret Service guys got suspicious of my fancy equipment. It wasn’t until I got them to check with their superiors, who in turn checked with security over at State, that they cleared me for your guests. But you should have given me a better warning.”

Bellander nodded and grinned.

“Did anything of any importance come up on the bulletin board today, Mike?” Nik asked.

“Don’t know, Nik” Mike replied. “I’ve been too busy to check. I’ll go look.”

“Nik” the President said, “I kept wondering why he’d have left your creed out of his speech, because every time I got cold feet about your project I remembered those words – and they helped me keep the faith. But what if I hadn’t brought him back out to the podium – was he just going to let the night go by without mentioning it? When I pulled him back out there it looked to me as if he just picked up on the first thing he could remember – and he ended up putting you guys’ signature on his work after all, and he did it beautifully. It must have made a pretty good impression on him too – in the back of his mind, don’t you think?”

“He’d been fretting about that for over a month, Mr. President” Talia said. “He knew he’d left something out of his pitch, and he kept asking all of us what it was but we wouldn’t tell him. We finally told him to shut up about it – but we promised we’d tell him later if it didn’t occur to him. Thanks to you, he finally got around to it.”

They laughed, and all Bellander could say was “I knew I’d overlooked something. I just knew it. And they all knew what it was, but they wouldn’t tell me. They kept saying it was my speech, so I should do it my way.”

The table continued to buzz with comments and compliments, and Bellander was grateful that Nik, Delia and Talia were making most of the replies for him. He seemed to be slipping into the same distant mood he'd fallen into on the balcony when he dictated the first version of the speech – having trouble telling where reality stopped and started.

Then Mike returned and handed Nik a piece of paper. Nik read it, and the table fell silent when he looked up. He gestured at the paper and said “It seems they held an election at our place just a short time ago, and Andrew Bellander was elected to position Blue 10 at Lexus Valley by unanimous vote.”

Everybody at the table applauded.

Then the Speaker's powerful voice broke through the applause as he said “Well, Andy, it seems that now we know everybody's opinion about your speech except one. Tell me, what did your lady think of it?”

Bellander looked at him a moment, grinned and said “That election wasn't about the speech, John. It was bigger than that.”

Then he and Talia smiled at each other and she placed her hand in his.

And a new world began.

Glossary & Acronyms

AB&D	Amalgamated Boatrockers & Diagnosticians Society
AC	access code
AV	action vacuum
BB	basic basic [source code; most basic source]
BBB	background bulletin board
BICO	best informed composite opinion
C&E	cause & effect [also costs & expenses]
CAO	chief administrative officer
CBO	Congressional Budget Office (of U.S. government)
CCC	capability, competence, contribution
CEO	chief executive officer
CIO	chief information officer
CLC	chief legal officer
Commcon	a planning/presenting sequence for making an effort to sell [communication-to-convince]
Commedit	the elite LVU staff which edits and summarizes communications
COO	chief operating officer
CQ	cosmic question [Quest] [also the first letters of a radio message intended for all receivers]
CRS	Congressional Research Service (of U.S. government)
CTC	communication to convince [Commcon; sales technique]
CYA	'cover your ass' [avoid being blamed for something]
db	database
DIE	definition is everything
DIFR	dominators, influencers, followers, receptors
discipline	any factor which causes changes or maintains attitudes and beliefs
DIY	do it yourself
dominator	a naturally forceful personality style [est. 10% of population] [forceful, assertive, aspires to lead, often overconfident]
DP	dependent personality
DTP	desktop publishing [also data transfer protocol]
dysdefined	defined in an unclear way [hi-frax]
EB	Executive Branch (of U.S. government)
EC	egonition chart [shows the general sources of impindors]
Ed Team	Comedit [at LVU]
egonition	the process of choosing impindors with which to identify yourself
emotion	the intellectual process of reacting to dysdefined perceptions [the opposite of intellection]
ETA	estimated time of arrival
extranet	a corporate intranet which has been expanded to include customers and suppliers
FC	flare chart [shows results of positive/negative impindors]
4C	fourth corollary [of negative discipline]

FOD	future-oriented
FOF1	fight-or-flee, or fight-or-flight
FOF2	fear of failure
follower	a naturally passive personality style [est. 35% of population] [conformist, non-confrontational, ethical, dutiful]
fool/factor	the sin of the error of omission
FR	Flash Report
frogic	frustration logic [also ‘frog logic’]
FV	Flash Vote
GAAP	Generally Accepted Accounting Principles
GAO	General Accounting Office (of U.S. government)
GBB	go-back-to-basics
GDP	Gross Domestic Product
GG	Government Games [IPS training format on the World Wide Web]
hi-frax	highly fractionalized definitions [dysdefined, not specific]
HMO	health maintenance organization
hon	honey [term of endearment]
ICCA	international coalition counselor agency
ID	identification or identifier [name, label, PIN number, etc]
IICs	Intellection Improvement Centers [a future name for schools?]
IID	isolate/identify/define [usually problems]
impindors	importance indicators [chosen to support the Quest drive]
implied warranty	communication must be trustworthy for taking action
influencer	a naturally influential personality style [est. 20% of population] [assumptive, big picture, adventurous, weak on details]
intellection	the intellectual process of using clearly defined perceptions
intellectual	the brain’s capacity to ‘think’ [either emotionally or intellectionally]
IO	initiative officer [also information officer]
IPS	initiative planning sequence
IPSPacks	(final product in Internet Government Games exercise)
IQ	intelligence quotient [an ancient method of trying to rank intelligence]
IR	inferiority reinforcement [to tease, insult, demean]
IT	information transfer [also information technology]
ITND	immunity to negative discipline
JB	Judicial Branch (of U.S. government)
LB	Legislative Branch (of U.S. government)
LDC	less developed country
<i>lex talionis</i>	the law of talion [eye for eye retaliation; false accusers punished]
Lexus law	no more than eye for eye; false accusers punished; implied warranty
lo-frax	terms so clearly defined there can be no mistake in understanding
LOL	lack of logic
LV	Lexus Valley
LVU	Lexus Valley Underground
MM	motivation modification
NASA	National Aeronautics & Space Administration (of U.S. government)

N/W/D	need/want/desire
ND	negative discipline [causes change quickly, in a frustrating manner]
negonition	the choosing of negative impindors
OBB	open bulletin board
OMB	Office of Management and Budget (of U.S. government)
OO	objective-oriented
Op	operation(s)
OpSys	operating system [in electronics, a system administrator]
OR	Objectives Report
OSL	one strong leader, or any group with focused power
OSOS	Out-source On-staff
PAC	political action committee
PAO	purposes and objectives
PAP	personalities-and-promises
PC	personal computer
PD	positive discipline [maintains positive conduct; causes change slowly]
PDX	psychodynamic(s)
PDXV	psychodynamic vacuum
PERF	persistent frustration
PERT chart	Performance Evaluation and Review Technique [progress chart]
PIN	personal identification number
PL	pseudo leader
power	the ability to enforce either positive or negative discipline
PM	program manager
PO	problem-oriented
POD	past-oriented
POLs	policies of leadership
POP	punish-or-please [the tools of power], also punishment-or-pleasure
POV	point of view
P/P/O	perspective, purpose, objective
PR	public relations
Ps-and-Os	purposes and objectives
puppydog premise	make certain you keep your puppy's attention focused on you
PV	power vacuum
Quest	the search for proofs of importance [the reason for being alive]
QD	Quest drive
QP	Quest proof
Q score	(numerical indication of maturity)
RA	resident agent
RFF	relief from frustration ['seekage' causes change]
R&R	recommendation-and-reporting, also rest and recreation
RCA	regional counselor agency
real/win/worth	three considerations of an evaluation technique
receptor	a naturally inquisitive personality style [est. 35% of population] [presumptive, inquisitive, loyal, consistent, good listener]

responsion	the practice of trying to think clearly with vaguely defined concepts
RHIP	rank has its privileges
RLB	rules to live by
ROD	rules of discipline
RR	Research Report
R&D	research and development
Rule 4	[an incorrect reference to the fourth corollary of negative discipline]
seekage syndrome	the drive caused by expectations or the desire to escape frustration
SingOP	singularity of perspective
SBA	Small Business Administration (of U.S. government)
SOL	statement of leadership
SOO	statement of objective[s]
SOP	statement of purpose
SR	Status Report
SS	seekage syndrome [also Social Security]
SSS	sophomoric showoff syndrome
STD	sexually transmitted disease
swaber	a humorous combination of 'sword' and 'saber'
TAP	tactical action plan
TE	time economics
TS	teardown syndrome, also totally selfish [also slang, tough shit]
UTP	unbiased third party
VC	source of venture capital [business world]
WIIFM	what's-in-it-for-me
WOD	world of deeds
WOW	world of words

Blue Badges

<u>Badge</u>	<u>Name</u>	<u>Floor</u>	<u>Function</u>
Blue 1	Niklas Lexus	Topside	General Operations
Blue 2	Delia O'Brien Lexus	[home]	[retired]
Blue 3	Larrey Stratford	3	Technology
Blue 4	Stefen Mikko	3	Science
Blue 5	Mary Gordon	4	Commcon
Blue 6	Malcolm Astor	1	Planning/Strategy/IPS
Blue 7	Frank Connel	2	Psychology
Blue 8	Chang Won Son	2	Finance
Blue 9	Talia Lexus	1	Administration

Corollary Rules of Negative Discipline

1. *You do not have to experience ND to learn to avoid it.* (Anticipation of pain or frustration can provide learning. Animals tend to bluff more than fight.)
2. *ND must be enforced or be intended to be enforced or it does not exist.* (An ineffective bluff becomes PD instead.)
3. *The strength of the enforcement must exceed the strength of the drive to continue.* (A slap on the wrist is PD to someone who simply needs/wants/desires attention.)
4. *ND should never be enforced if there is not a reasonable expectation the teaching effect will be achieved.* (If you can't hit the other guy harder than he's going to hit you back, you're enforcing PD. And if you only teach others to resent you, you are placing yourself in danger – probably more than if you did nothing.)

Initiative Planning Sequence

- | | |
|-------------------|--|
| 1. Perspective | (learning, experience, connections) |
| 2. Purpose | (why, value statement, mission) |
| 3. Objective | (actional transition point) |
| 4. Problem | (isolate, identify, define) |
| 5. Strategy | (what, general solution, requirements) |
| 6. Tactics | (how, specific solution, action plan) |
| 7. Evaluation | (6 must serve 3) |
| 8. Implementation | (when, applied learning curve) |
| 9. Maintenance | (whoever owns 3 owns 9) |

Common Sequence

- | | | |
|----------------------|---|--------|
| A. Problems/Symptoms | (causes-effects, frustrations) | |
| B. Objective(s) | (goals, purposes, opportunities) | |
| C. Solution(s) | (quality, availability, price, service) | (4)(6) |
| D. Benefit(s) | (promises, results, drama) | (3)(7) |
| E. Support | (demos, testimonials, research, proof) | (5) |
| F. Need/Want/Desire | (situation, positioning, direction) | (2) |
| G. Opener | (question, benefit, free service) | (1) |
| H. Close | (ask for agreement/action) | (8) |

OpSys Planning Sequence

- | | |
|-------------------|---|
| 1. Perspective | (learning, experience, connections) |
| 2. Purpose | (why, value statement, mission) |
| 3. Problem | (cause vs. symptoms; isolate, identify, define) |
| 4. Objective[s] | (aiming/measurement point[s]) |
| 5. Strategy | (what, general solution, requirements) |
| 6. Tactics | (how, specific solution, action plan) |
| 7. Evaluation | (6 must serve 3 & 4) |
| 8. Implementation | (when, applied learning curve) |
| 9. Maintenance | (whoever owns 5 owns 9) |

Cascade of Objectives

<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Level 4</u>
Perspective	–	–	–
Purpose	Perspective	–	–
Objective	Purpose	Perspective	–
Problem	Objective	Purpose	Perspective
Strategy	Problem	Objective	Purpose
Tactics	Strategy	Problem	Objective
Evaluation	Tactics	Strategy	Problem
Implementation	Evaluation	Tactics	Strategy
Maintenance	Implementation	Evaluation	Tactics
–	Maintenance	Implementation	Evaluation
–	–	Maintenance	Implementation
–	–	–	Maintenance

Styles & Traits

<u>Style</u>	<u>% Pop.</u>	<u>Traits</u>
<u>Dominating</u> [directs too much]	10%	<u>imposes motivation</u> – dictates direction forceful, quick to react, quick to offer solutions, assertive, aspires to lead, overconfident, direct, competitive, big ego
<u>Influencing</u> [talks too much]	20%	<u>fles disciplined</u> – interacts with others talkative, emotional, sociable, optimistic, adventurous, self promoting, weak on details, pretends to have strong ego
<u>Receiving</u> [agrees too much]	35%	<u>self disciplined</u> – stabilizing influence patient, develops special skills, finishes jobs, listens well, loyal but dislikes conflict, not egoistic or demonstrative
<u>Following</u> [questions too much]	35%	<u>accepts motivation</u> – overly cautious conformist, well prepared but needs time to think, critical, sensitive, ethical, conscientious, non-confrontational