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&quot;Major Arcana&quot;; &quot;archetype&quot;: &quot;Risking looking like a  
fool&quot;; &quot;description&quot;: &quot;The Fool is the archetype of freedom, humor,  
and positive new adventures. He is the wayward hero of the tarot, the embodiment of  
the young adventurer just getting started on his quest. He is the only card numbered 0  
in the deck. This means that he is not attached to any identity that he must prove to  
others. He's not the King of this, or the Knight of that. He's  
just a fool: simple, unencumbered by worry, and completely free to go where  
he chooses. The Fool's wisdom lies in his lack of pride and ego. He never  
despairs if he doesn't look competent. That's just another box he would hate  
to be suffocated in. He's not afraid if people laugh at him. He laughs at himself!  
This humor gives him an inexhaustible resilience. It also carries magical healing  
powers for himself and others.&quot;; &quot;attributes&quot;: [&quot;Freedom&quot;;  
&quot;Humour&quot;; &quot;Adventure&quot;], &quot;interpretations&quot;:  
{&quot;upright&quot;: {&quot;title&quot;: &quot;THE FOOL&quot;; &quot;message&quot;:  
&quot;The Fool knows that people who buy into maintaining an image limit themselves to  
a self-imposed box to suffocate in. That's not living! The Fool is open and  
curious, journeying wherever he dares. The Fool can never be boxed in, kept, or  
defined by others. He represents the wild and rebellious part of your nature. He goes  
his own path. The sun is shining, and his spirits are soaring. He is wearing the  
ugliest pattern this side of creation. It brings him great joy to flaunt it. He loves  
to shock onlookers as he passes by. If he gets happiness from it, that's all that  
matters. After all, it's not like he's hurting anyone.&quot;;  
&quot;questions&quot;: [&quot;Are you ever afraid of looking stupid? Can you laugh at  
yourself as you haphazardly try to learn something new? Is there an unrealized dream  
you still have, but you are too scared to go for it?&quot;], &quot;advice&quot;:  
&quot;Release your inner Fool, for your heart's desire awaits! Abandon the self  
consciousness that prevents you from appearing too enthusiastic in public. Release  
thoughts of I really should do this, or What will so-and-so  
think?&quot; from your consciousness. Learn to laugh at yourself and the world.  
Remember that after all the work and worry of crafting an image for others, you are  
still a primate. Let go of fears that stem from the ego and concerns about how you  
appear to others. Find the sunny, warm, funny, innocent, and optimistic spark that  
waits deep within you, and set it free! You will be much more fun to be around. When  
the Fool appears, approach your situation with optimism and humor.&quot;;  
&quot;reversed&quot;: {&quot;title&quot;: &quot;The Fool Reversed&quot;;  
&quot;message&quot;: &quot;If the Fool appears reversed, he asks you to release your  
fear of failing before you begin. The fear of failure is a crippling companion. It can  
completely halt your momentum. Errors are our best teachers. We need them to grow.  
When the Fool is upright, his instinct is to begin his new journey unselfconsciously.
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When the Fool appears reversed, he represents the need to release limiting self-consciousness, which can keep you feeling stagnant. "What &#x27;future unknowable&#x27; feels scariest to you currently? What avoidance mechanism is holding up your success?"], "advice": "Ask yourself what you need to learn more about to empower yourself. Challenge yourself to take a risk and learn something new. This will ultimately put you on a direct path to reaching your goals. Don&#x27;t be afraid of doing it wrong, looking stupid, or not knowing what&#x27;s ahead. You will find that the choice to act will give you great power. The Fool safely finds his way through openness and trust. Be brave and take the steps you are afraid to take."}}, "symbolism": [{"name": "Eagle", "description": "Eagles represent Spirit and higher perspective. The Fool is on a spiritual journey."}, {"name": "White", "description": "White is the color of purity, innocence, and spiritual light."}], "questions": ["Are you ever afraid of looking stupid? Can you laugh at yourself as you haphazardly try to learn something new? Is there an unrealized dream you still have, but you are too scared to go for it?"], "image\_url": "https://upload.wikimedia.org/wikipedia/commons/9/90/RWS\_Tarot\_00\_Fool.jpg"}, {"\_id": {"\$oid": "65388c5b9f379444e08a2787"}, "name": "THE MAGICIAN", "number": 1, "part": "Major Arcana", "archetype": "Your thoughts are magic spells that create your reality", "description": "Each of us is a magician, and our predominant thoughts are the magic spells that produce the life we are experiencing. The Magician is in complete control of his environment. He represents the power of your mind&#x27;s focus, which creates the reality you are living in. What predominant thoughts do you harbor during the day? Are your thoughts generally positive or negative? Do you feel in control of your thoughts, or do they run uncontrollably on automatic?", "attributes": ["Creative power", "Manifestation", "Control", "Focus"], "interpretations": {"upright": {"title": "THE MAGICIAN", "message": "The Magician knows that his thoughts are like magic spells that create his reality. He encourages you to take control of your thoughts and focus on positive outcomes. By being mindful of your predominant thoughts and choosing to shift them towards positivity, you have the power to manifest the life you desire."}, "questions": ["What predominant thoughts do you harbor during the day?", "Are your thoughts generally positive or negative?", "Do you feel in control of your thoughts, or do they run uncontrollably on automatic?"], "advice": "Challenge negative thoughts instead of letting them run on autopilot. If your focus is on the negative, place it instead on something that makes you feel good. You can make your life so different if you just change your mind to do so."}, "reversed": {"title": "The Magician Reversed", "message": "When the Magician appears reversed, it signifies that your thoughts may feel out of control. The reality you are experiencing is shaped by your inner beliefs about yourself. To change what you are experiencing, you must take ownership of your thoughts and beliefs. Take a moment to examine any self-limiting thoughts and replace them with empowering beliefs. Remember, your thoughts are like magic spells that create your life experiences."}, "questions": ["Are the hidden beliefs uplifting and empowering, or fearful and self-sabotaging?"], "advice": "Clean

out your mental attic and throw away the clutter of negative, self-limiting thoughts. You are more powerful than you think!

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    }, {
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      "symbolism": "Represents monetary life",
      "name": "Pentacle",
      "description": "Represents predominant thoughts",
      "name": "Wand",
      "description": "Represents ambitions",
      "name": "White lily",
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      "description": "Represents passion and the manifestation of lofty goals"
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      "archetype": "Trust your inner knowing",
      "description": "The High Priestess is the personification of wisdom and inner knowing. If you've ever trusted your gut instincts, then you were trusting her. You know far more than you think you know. To access your instincts and inner wisdom, you need to push aside the veil of the endlessly chattering, \\rational\\ mind. The High Priestess guards the realm of your deeper feelings. When you access the deepest core of your being, you will often find you already know the answer. You just might be too distracted (or too afraid to trust it.",
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          "questions": [
            "Do you trust yourself and your instincts?",
            "Is it hard to access your inner knowing because you are distracted by anxiety?",
            "Do you confuse fear with your feelings, causing you to not trust your instincts?"
          ],
          "advice": "Trusting your instincts can be difficult. The what-ifs begin to emerge from your fears. \\What if I'm wrong?\\ \\What if this is just a big mistake?\\ \\What if I don't really belong here?\\ \\What if I fail?\\ These fears are as thin and superficial as a skimpy veil attempting to block the vast sea. Your fears are not your instincts. To know the difference between your fears and your instincts, check in with your body. Fears will make you feel tight and anxious. Instincts, on the other hand, make you feel sharp, clear, and empowered to act. Your instincts can be found in the place beyond the tightness, deeper within your core, deeper within your Spirit. Your inner wisdom is an instinct that will guide you, like an infallible compass, whenever you feel lost.",
          "reversed": {
            "title": "The High Priestess Reversed",
            "message": "If the High Priestess appears reversed, she asks you to notice any recurring signs or symbols you are receiving. The High Priestess is a teacher. She alerts you to a lesson you are learning. When the High Priestess appears, she tells you that the issues you are"
          }
        }
      ]
    }
  ]
}

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experiencing are deeper than they may at first appear. She is also calling your attention to the language of signs and symbols. Like an abstract painting, the High Priestess reversed asks you to examine the situation from different perspectives to understand it. There is deep wisdom to be gained from recurring signals.", "questions": [ "What recurring signs or symbols are you receiving?", "What lesson are you learning?", "How can you examine the situation from different perspectives?"], "advice": "The High Priestess speaks in a language of pictures, signs, and symbols. This language is not literal and cannot be understood by the rational mind alone. Trust your feelings to illuminate what the message is. There is nothing to fear when the High Priestess appears, upright or reversed. There is magic afoot. The Universe is communicating with you in serendipitous and synchronistic ways. It is encouraging you to find the answers to your questions by accessing your inner wisdom. Today, notice any unusual signals you receive. Is there a bird or an animal that finds its way onto your path? What could that animal be teaching you? Is there a color or something that catches your eye? Ask yourself what this means to you. Is there a card from your tarot deck that keeps emerging? What could it be telling you? Today, look on the grand design of the world with the wise eyes of the High Priestess. The answers will be found within, but the Universe will always provide clues in the form of recurring signs."}], "symbolism": [{"name": "Moon", "description": "The High Priestess is crowned with the moon in its three phases: waxing, full, and waning. This symbolizes her connection to the cycles of life and the deep wisdom she possesses."}, {"name": "Pillars", "description": "The High Priestess sits between two pillars: one black and one white. This symbolizes that life's answers are often found in the gray areas, in between the extremes."}, {"name": "Pomegranates", "description": "The veil before the High Priestess is decorated with pomegranates, symbolizing the answers that lie beyond the fears of death and change."}, {"name": "Sea", "description": "The vast sea of the unconscious is peeking from beyond the High Priestess's veil, symbolizing that all the answers can be found within the depths of your being."}], "questions": [ "Do you trust yourself and your instincts?", "Is it hard to access your inner knowing because you are distracted by anxiety?", "Do you confuse fear with your feelings, causing you to not trust your instincts?", "What recurring signs or symbols are you receiving?", "What lesson are you learning?", "How can you examine the situation from different perspectives?"], "image\_url": "https://upload.wikimedia.org/wikipedia/commons/8/88/RWS\_Tarot\_02\_High\_Priestess.jpg"}, {"\_id": {"\$oid": "65388e829f379444e08b3f29"}, "name": "THE EMPRESS", "number": 3, "part": "Major Arcana", "archetype": "Nurturing and abundance", "description": "When the Empress appears, worries can no longer exist. The Empress is the ever-loving Great Mother who encourages, nurtures, and protects all her children. The Empress reassures us that we are safe and protected and have access to all the abundance we need. She lovingly holds out this truth even when you are unable to feel it, see it, or believe it."}, "attributes": [ "Nurturing", "Abundance", "Protection"], "interpretations": {"upright": {"title": "THE EMPRESS", "message": "Are you feeling safe, reassured, and

abundant right now? What part of your life needs nurturing, love, and protection currently? Are you able to access the fearless place within you where love resides?"<br>
 "Are you feeling safe, reassured, and abundant right now?"<br>
 "What part of your life needs nurturing, love, and protection currently?"<br>
 "Are you able to access the fearless place within you where love resides?"<br>
 ], "advice"<br>
 "The Empress advises you that self-love will be your strongest shield moving forward. Nurture and protect the important areas of your life with love and care."<br>
 }, "reversed"<br>
 {<br>
 "title"<br>
 "The Empress Reversed"<br>
 }, "message"<br>
 "If the Empress appears reversed, she gently asks you to consider which area of your life is feeling neglected. The Empress represents love and nurturing, so if there is an area that feels abandoned, it is time to make it a priority. Ask yourself, 'What have I been neglecting within myself?' Your instincts will probably be shouting the answer as you're reading this."<br>
 }, "questions"<br>
 "What have I been neglecting within myself?"<br>
 ], "advice"<br>
 "Shower a neglected part of your life with your love, care, and attention. The Empress reminds you that love will protect and shield you, so open your heart and allow love to be the solution."<br>
 }, "symbolism"<br>
 [{<br>
 "name"<br>
 "Crown of Twelve Stars"<br>
 }, {"<br>
 "description"<br>
 "The sparkling Crown of Twelve Stars signifies the Empress's status as the eternal Queen of Heaven and her ability to see the big picture in every situation."<br>
 }, {"<br>
 "name"<br>
 "Field of Wheat"<br>
 }, {"<br>
 "description"<br>
 "The Empress's field of wheat signifies her ability to feed and nourish her children, reminding us that there is more than enough for everybody."<br>
 }, {"<br>
 "name"<br>
 "Shield in the Shape of a Heart"<br>
 }, {"<br>
 "description"<br>
 "The shield at the Empress's feet, emblazoned with the symbol of Venus, represents her use of love to protect what she cares for."<br>
 }, {"<br>
 "name"<br>
 "Robes of Fruit"<br>
 }, {"<br>
 "description"<br>
 "The Empress's robes covered with images of fruit symbolize her power to bring prosperity and abundance to everything she nurtures."<br>
 }], "questions"<br>
 "Are you feeling safe, reassured, and abundant right now?"<br>
 "What part of your life needs nurturing, love, and protection currently?"<br>
 "Are you able to access the fearless place within you where love resides?"<br>
 "What have I been neglecting within myself?"<br>
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 "THE EMPEROR"<br>
 }, {"<br>
 "number"<br>
 "4"<br>
 }, {"<br>
 "part"<br>
 "Major Arcana"<br>
 }, {"<br>
 "archetype"<br>
 "Establishing strong foundations and boundaries"<br>
 }, {"<br>
 "description"<br>
 "The Emperor is the archetype for assertiveness and initiating a firm foundation for success. He teaches you that feeling secure can only exist when you establish strong boundaries. If you don't stand up for yourself, you are metaphorically wearing a sign that tells others they can take control of your life and its direction. To the Emperor, this is the same as ceding his crown to a lesser king. The Emperor's personal honor code forbids victimization. The Emperor is the personification of the voice within that urges you to speak up assertively when something feels unjust. If you continually feel resentful that others aren't treating you with respect, it's probably because you haven't been letting your inner Emperor speak up. Do you feel respected by others and that your personal boundaries are honored? Do you have trouble saying no without

an apologetic excuse or a fib? Do you want to be nice; and think that assertive people are somehow mean, selfish, and don't care about others?", "attributes": [ "Assertiveness", "Firm foundation", "Boundary-setting"], "interpretations": { "upright"; { "title"; "THE EMPEROR", "message"; "The Emperor is calling you to be assertive. You don't need to justify your right to be, but you do need to stand up for it. Respectfully asserting your position is very empowering if you've been overly passive. This card also portends the need to create structure to aid in the achievement of a goal. Take responsibility for yourself and your dreams. Stand up and protect your realm. Stop meekly saying yes when your inner Emperor is bellowing NO. If you honor your inner Emperor, you will feel secure in yourself and your place in the world.", "questions": [ "Do you feel respected by others and that your personal boundaries are honored?", "Do you have trouble saying no without an apologetic excuse or a fib?", "Do you want to be nice; and think that assertive people are somehow mean, selfish, and don't care about others?"], "advice": "Stand up for yourself and establish strong boundaries. Take responsibility for your goals and dreams. Embrace your inner Emperor and feel secure in yourself and your place in the world."}, "reversed": { "title"; "The Emperor Reversed", "message"; "If the Emperor appears reversed, he may be asking you to identify what feels unstable in your realm at this time. Often this instability results from procrastination on pressing matters that require confrontation. Sometimes this card alerts you to embodying too much passive Empress energy. Confrontation can seem like an uncomfortable concept. We often would much rather avoid the conflict. In truth, avoiding and procrastinating lead to a perpetual sense of inner turmoil and anxiety that is much more difficult to exist with. Confronting issues or projects that have been avoided will revitalize and restore your sense of order, control, and self-confidence. Take responsibility for all that is under your charge. It's time to lead, not follow. The Emperor's role is to defend, promote, and protect all that he cares for. When the Emperor appears reversed, he also reminds you to step into your majesty. Stop fooling yourself into thinking you can't do this. Instead of avoiding that which needs to be reinforced, dive in and change it. Take charge and create the stability you wish to see. Face the issues confronting you and act. The Emperor is the archetype of pro-activity. Meet your deadlines and take charge of your life. Confront your finances, take care of that cavity, dust off your to-do list. The Emperor exemplifies not only control of his empire, but self-control as well. Your self-esteem will skyrocket when you summon the courage to do what is right.", "questions": [ "What feels unstable in your realm at this time?", "Have you been embodying passive Empress energy?", "Are you avoiding confronting pressing matters that require confrontation?"], "advice": "Identify what feels unstable and confront the issues that have been avoided. Take responsibility for all that is under your charge and step into your majesty. Be proactive, meet deadlines, and take charge of your life. Embrace self-control and do what is right to boost your self-esteem."}}, "symbolism": [ { "name"; "Rams", "description"; "Rams charge forward, assertively defending their territory and mates."}, { "name"; "Armor", "description"; "The Emperor wears armor under his robes, symbolizing that he is ready for action at any time."}, { "name";

&quot;Mountains&quot;;, &quot;description&quot;:: &quot;The mountains surrounding the Emperor are protective barriers and his seat of power, from which he can survey all his realm.&quot;}, {&quot;name&quot;:: &quot;Scepter and Orb&quot;;, &quot;description&quot;:: &quot;The Emperor wields the scepter and the orb. The scepter is a symbol for masculine energy, and the orb is a symbol for the feminine. The Emperor holds both in balance and understands that each are equally indispensable.&quot;}, {&quot;name&quot;:: &quot;Stream&quot;;, &quot;description&quot;:: &quot;If you look closely, there is even a stream emerging from the Emperor's mountains in the distance. The Emperor does have contact with the sensitive element of Water, which flows down his mountain and feeds the Empress's waterfall.&quot;}], &quot;questions&quot;:: [&quot;Do you feel respected by others and that your personal boundaries are honored?&quot;;, &quot;Do you have trouble saying no without an apologetic excuse or a fib?&quot;;, &quot;Do you want to be nice; and think that assertive people are somehow mean, selfish, and don't care about others?&quot;], &quot;image\_url&quot;;: &quot;https://upload.wikimedia.org/wikipedia/commons/c/c3/RWS\_Tarot\_04\_Emperor.jpg&quot;t}, {&quot;\_id&quot;:: {&quot;\$oid&quot;:: &quot;65388f8c9f379444e08bac11&quot;}}, &quot;name&quot;:: &quot;THE HIEROPHANT&quot;;, &quot;number&quot;:: 5, &quot;part&quot;:: &quot;Major Arcana&quot;;, &quot;archetype&quot;:: &quot;Revealing the Sacred Mystery&quot;;, &quot;description&quot;:: &quot;The Hierophant archetype symbolizes seeking the Sacred. Every culture since the dawn of human history has had a concept of (and instinct toward) spiritual awareness. Some names for this awareness are God, the Universe, the Gods, Higher Power, Spirit, the Goddess, Nature, Angels, the Higher Self, the Great Mystery ... the name is different depending on whom you talk to. Nobody's really right or wrong because no one can perceive the complete scope of this infinite thing. Each of us is part of a divine collective, describing the same Holiness; from different vantage points. What is sacred to one may hold no meaning for another. However, the part of our psyche that prays and wishes is universal. Spirit transcends cultural identity and imperfect human perceptions of religion. Even most atheists concede that humans evolved with a biological component in the brain that developed into an instinct toward spiritual belief. Whatever your personal beliefs are, the Hierophant symbolizes one important thing: we humans have an instinct to commune with an awareness bigger than ourselves.&quot;;, &quot;attributes&quot;:: [&quot;Seeking the sacred&quot;;, &quot;Spiritual awareness&quot;;, &quot;Instinct toward communion&quot;;, &quot;Embracing the divine collective&quot;], &quot;interpretations&quot;:: {&quot;upright&quot;;: {&quot;title&quot;:: &quot;THE HIEROPHANT&quot;;, &quot;message&quot;:: &quot;The Hierophant knows how to reconcile the needs of your heart and soul to overcome your worldly troubles. He is the guardian of rites of passage that you choose.&quot;;, &quot;questions&quot;:: [&quot;Does religious baggage prevent you from connecting with the Divine?&quot;;, &quot;Are you skeptical that a Goddess/God/Awareness/Spirit even exists?&quot;;, &quot;When was the last time you prayed for something and felt truly heard?&quot;], &quot;advice&quot;:: &quot;Try to embody the tenacity and faith of the Hierophant without becoming dogmatic. Reach out to the sacredness within and release burdens that feel bigger than you.&quot;}, &quot;reversed&quot;:: {&quot;title&quot;:: &quot;The Hierophant Reversed&quot;;, &quot;message&quot;:: &quot;When the Hierophant appears reversed, he asks if there are beliefs in your own life that are keeping you in a state of rigidity. Try to approach your current situation with open-mindedness and embrace the part within you that can transcend needing to be right.&quot;;,

"questions": [ "Where might you need to bend more?", "Are your assumptions calcifying a once open mind?", "Is there an inflexible person who is irritating you right now, reflecting a part of yourself that is also intransigent?" ], "advice": "Take a time-out from controlling behaviors and allow all answers to reveal themselves to you. Look on this situation with magnanimity." }, "symbolism": [ "name": "Monks", "description": "The two monks pictured on the card are seeking wisdom from His Holiness the Hierophant. One wears a robe of roses, while the other wears a robe of lilies. The Monk of Roses represents your heart. The Monk of Lilies represents your soul." }, { "name": "Keys", "description": "The keys at the Hierophant's feet represent the need to unlock the sacred place within. Reaching out to the sacredness within can assist in releasing burdens that feel bigger than you." } ], "questions": [ "Does religious baggage prevent you from connecting with the Divine?", "Are you skeptical that a Goddess/God/Awareness/Spirit even exists?", "When was the last time you prayed for something and felt truly heard?", "Where might you need to bend more?", "Are your assumptions calcifying a once open mind?", "Is there an inflexible person who is irritating you right now, reflecting a part of yourself that is also intransigent?" ], "image\_url": "https://upload.wikimedia.org/wikipedia/commons/8/8d/RWS\_Tarot\_05\_Hierophant.jpg" }, { "\_id": "\$oid": "653890e79f379444e08c3616" }, "name": "THE LOVERS", "number": 6, "part": "Major Arcana", "archetype": "The formula for unconditional love, inner peace, and balance", "description": "The Lovers represent love in all its forms. This includes relationships with lovers, friends, family, and, most importantly, yourself. The Lovers symbolize inner balance and peace. They represent the different aspects of you that must be brought into harmony in order to regain perspective. The Lovers card also represents choices. They remind us that we can heal any situation and free ourselves from suffering by viewing the matter through the eyes of authentic love.", "attributes": [ "Unconditional Love", "Inner Peace", "Balance" ], "interpretations": { "upright": { "title": "THE LOVERS", "message": "Do you have difficulty truly loving yourself? Are you able to open your heart and be completely honest about who you are and what you feel? Are you able to look at your place in life right now with acceptance and inner peace?", "questions": [ "Are you ever afraid of looking stupid?", "Can you laugh...", "Is there an unrealized dream..." ], "advice": "The Lovers are brought together in a state of harmony under the acceptant gaze of the Angel. They are naked and feel no shame for it. They don't need to cover up or put on a front to impress each other. A mountain separates the Lovers, creating a barrier. However, the Angel transcends all barriers and allows the Lovers to relate to one another, no matter what obstacles are present. The male gazes at the female. She in turn gazes up through the fog at the Angel. When these different aspects of yourself are brought into balance, you can then experience the most fulfilling relationships with others." }, "reversed": { "title": "The Lovers Reversed", "message": "If the Lovers appear reversed, it is time to restore harmony and tend your relationships (romantic, professional, and familial). This card represents healing the connections you share with others. It also



reveals that the things that are driving you crazy about someone else may be highlighting an imbalance or disconnected part within yourself.";

"questions": [\"What is this relationship challenge teaching me about myself?\", \"How am I putting myself in a state of suffering?\"],

"advice": \"Challenging people and situations are teachers. Frustrating people get on our nerves because they highlight what we have difficulty accepting or facing within ourselves. People who annoy us can illuminate our shadow. Everyone has a shadow. It is the amorphous thing within us all that we have a hard time loving or accepting.\",

"symbolism": [\"name\": \"Mountain\",

"description\": \"A mountain separates the Lovers, representing the barriers that exist in relationships.\", {\"name\": \"Angel\",

"description\": \"The Angel represents your Higher Self: your superconsciousness. He looks down on the different parts of the self with compassion, acceptance, and perspective.\", {\"name\": \"Tree of Life\",

"description\": \"The Tree of Life behind the male symbolizes vitality and external awareness.\", {\"name\": \"Tree of Knowledge\",

"description\": \"The Tree of Knowledge behind the female symbolizes the transformation that occurs when tapping into inner wisdom.\"],

"questions": [\"Are you ever afraid of looking stupid?\", \"Can you laugh...\", \"Is there an unrealized dream...\"],

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"name\": \"THE CHARIOT\", "number\": 7, "part\":

"Major Arcana\", "archetype\": \"Choosing courage over fear\",

"description\": \"The Chariot symbolizes courage in the face of uncertainty...\",

"attributes\": [\"Courage\", \"Risk-taking\", \"Self-improvement\"], "interpretations\":

{\"upright\": {\"title\": \"THE CHARIOT\", "message\": \"Do you avoid making decisions that could lead to your happiness...\",

"questions\": [\"Do you avoid making decisions that could lead to your happiness?\", \"Have you ever stayed in unhealthy situations longer than you should have because you feared an unknowable future?\", \"Is there something you would like to change about your life right now, but you are too scared?\"],

"advice\": \"The Chariot advises you to take risks to improve your life, even if there are no guarantees. Choosing courage empowers you and already makes you a winner.\",

"reversed\": {\"title\": \"The Chariot Reversed\", "message\": \"If the Chariot appears reversed, it warns of indecision...\",

"questions\": [\"Do you feel like you are being pulled in two opposite directions?\", \"Are you avoiding taking ownership of your life's direction and making a choice?\"], "advice\": \"The only wrong decision for you currently is making no decision at all. Be bold and proactive. Take charge. Even when this card is reversed, it reminds you that you still embody the powerful qualities of the brave charioteer. The Great Mystery symbolized by the sphinxes will lead you to safety every time. You can still be victorious, but only if you have a horse in the race. There is no need to fear mistakes. Even if mistakes happen along the way, they will prove to be your best teachers. Success comes from action, not avoidance. Reclaim your personal power and make the decision you've been too scared to make.\"], "symbolism\": [\"name\":

&quot;Sphinxes&quot;, &quot;description&quot;:: &quot;The sphinxes represent the unknown and the choices between two possible futures.&quot;}, {&quot;name&quot;:: &quot;Castle&quot;, &quot;description&quot;:: &quot;The castle represents leaving the safety of the home to go out into the world.&quot;}, {&quot;name&quot;:: &quot;Stars&quot;, &quot;description&quot;:: &quot;The stars on the veil symbolize seeing the bigger picture and being guided by the Higher Self.&quot;}, {&quot;name&quot;:: &quot;Moat&quot;, &quot;description&quot;:: &quot;The moat represents bypassing emotional decision-making in favor of self-improvement.&quot;}}, &quot;questions&quot;:: [&quot;Do you avoid making decisions that could lead to your happiness?&quot;, &quot;Have you ever stayed in unhealthy situations longer than you should have because you feared an unknowable future?&quot;, &quot;Is there something you would like to change about your life right now, but you are too scared?&quot;], &quot;image\_url&quot;:: &quot;https://upload.wikimedia.org/wikipedia/commons/9/9b/RWS\_Tarot\_07\_Chariot.jpg&quot; t;}, {&quot;\_id&quot;:: {&quot;\$oid&quot;:: &quot;653891fd9f379444e08ca9c0&quot;}, &quot;name&quot;:: &quot;STRENGTH&quot;, &quot;number&quot;:: 8, &quot;part&quot;:: &quot;Major Arcana&quot;, &quot;archetype&quot;:: &quot;Inner fortitude&quot;, &quot;description&quot;:: &quot;The Strength card symbolizes inner fortitude and the ability to prevail in the face of life's challenges. It represents the choice to act in your own best interest despite fears and weaknesses. Developing strength is a continuous process that requires daily practice. The card depicts a woman gently closing the mouth of a lion, representing her ability to confront and control her lower impulses. She shows love and compassion towards the lion, reinforcing her strength. Strength is manifested through gentle, self-directed corrections and good decisions. It is a daily routine that becomes easier with practice. It is important to approach self-corrections from a place of self-love and compassion. You have the power to be excellent and direct your own life. Commit to three choices each day that affirm your strength.&quot;, &quot;attributes&quot;:: [&quot;Inner fortitude&quot;, &quot;Courage&quot;, &quot;Self-control&quot;], &quot;interpretations&quot;:: {&quot;upright&quot;:: {&quot;title&quot;:: &quot;STRENGTH&quot;, &quot;message&quot;:: &quot;You are stronger than the challenge before you. Continuously reinforce your inner strength through daily practice. Act in your own best interest despite fears and weaknesses. Confront and control your lower impulses with love and compassion. Make gentle self-directed corrections and good decisions. Remember that you have the power to be excellent and direct your own life.&quot;, &quot;questions&quot;:: [&quot;At what time in your life did you feel the strongest? Do you sometimes forget that you are that same person? Do you need to stand up to inner weaknesses that have been keeping you stuck and afraid?&quot;], &quot;advice&quot;:: &quot;Commit to three choices each day that reinforce your strength. Approach self-corrections from a place of self-love and compassion. Remember that you are more powerful than you give yourself credit for. Direct your own life and be strong in the face of your inner beast.&quot;}, &quot;reversed&quot;:: {&quot;title&quot;:: &quot;Strength Reversed&quot;, &quot;message&quot;:: &quot;Do not doubt your courage, personal power, and abilities. Keep a courage journal to remind yourself of your strength. Record your victories, big and small, in the journal to prove to yourself that you can handle any challenge. Be kinder to yourself when taming the unruly parts of your experience. Respect who you are and what makes you strong. Remember that you have come far and can go even further.&quot;, &quot;questions&quot;:: [], &quot;advice&quot;:: &quot;Keep a courage journal to remind yourself of your strength. Be kinder to yourself when taming unruly

parts of your experience. Respect who you are and what makes you strong."}},

"symbolism": [ "name": "Woman and lion",

"description": "The woman on the card represents inner strength, while the lion represents lower impulses and behaviors. The woman gently closes the lion's mouth, showing love and control."], "questions": [ "At what time in your life did you feel the strongest? Do you sometimes forget that you are that same person? Do you need to stand up to inner weaknesses that have been keeping you stuck and afraid?"], "image\_url":

"https://upload.wikimedia.org/wikipedia/commons/f/f5/RWS\_Tarot\_08\_Strength.jpg"ot;}, {"\_id": {"\$oid": "653893069f379444e08d13d8"},

"name": "THE HERMIT", "number": 9, "part":

"Major Arcana", "archetype": "Seeking answers within",

"description": "The Hermit symbolizes that the answers you seek to any problem can always be found if you look within. If you make time to center, feel your feelings, and quiet mental chatter, your inner wisdom will guide you out of any rut. Sometimes the biggest block to hearing your Spirit's inner wisdom is the fear of feeling something uncomfortable. Many people distract themselves from the discomfort and avoid resolving the imbalance. The Hermit represents the need to periodically withdraw from the world and reconnect with your deeper awareness. Do you take time to regularly reconnect with the wisdom residing within your center? Do you habitually distract or numb yourself from what is causing your discomfort rather than looking at it? Are you conscious of the Wise One who resides within? The Hermit takes his lantern into the dark, uncomfortable places to examine what's there. His staff and beard symbolize the stability and wisdom that you can always find within. If you examine the card, you'll notice he's traveling over snow. This symbolizes feelings that you have put on ice. The snow can also represent freezing or numbing pain. The gentle Hermit comes with his warm, illuminating lantern and his sturdy staff of wisdom. These can melt the cold ice that metaphorically forms around the heart, allowing feelings to be resolved and released. Under his gentle guidance, he can show you the hidden lesson beneath the ice. Does your heart feel like it's keeping something frozen? Can you feel the feelings within your heart, or does it feel numb? The fear of discomfort is just a mask, preventing you from accessing your deeper wisdom. One error many people make with the lesson of the Hermit is mistaking wisdom with thinking. If I just sit here alone and think about this uncomfortable thing for a long time, I will figure it out. Thinking about problems just leaves the anxiety in the background to go unchecked as your mind frantically races from one hollow solution to another. Thinking about the discomfort doesn't really resolve it. Feeling it does. Many times, people are so scared of feeling that they pull out their phone, have a drink, or binge-watch television, thinking, That will get that inner chatter to shut up for a while. Avoidance freezes the feeling for a time, but the unfelt feelings remain under the ice and grow in strength until they finally burst through. This process takes longer for some people than others, but it always ends the same... with a twitch, a feeling of being hollow, or a nervous breakdown. If you are courageous enough to go within, seek your discomfort, pull the mask back, and feel the feelings you are avoiding, you will discover that this discomfort is a wise teacher and friend. The deeper awareness residing beneath the fear will calmly tell you what you need. This is your inner Wise One. The inner Wise One will show you how to resolve and release what is troubling you. Today, reflect on what is going on within you. Is there something making you anxious?

Are you dulled, numb, or frozen? Take time to connect with the sacred hermit within. He will safely guide you to what lies beneath the ice. There is nothing to fear with the Hermit guiding you. Take the time to light a sacred candle in a quiet place. Be brave and melt any ice that may have formed around your feelings. Pull back surface fears. Look beneath the ice. Examine what the Hermit is guiding you to understand. Another card drawn may illuminate the issue that needs healing. You will know that you have found the answer when you say, "Aha! That's what I needed to resolve within myself." The Hermit is an old man walking through snow. This symbolizes slow movement. Take your time to find your way. The lamp of your inner Hermit will guide you out of darkness every time.

[Wisdom, Introspection, Centering, interpretations: {upright: {title: "THE HERMIT", message: "The Hermit represents the need to periodically withdraw from the world and reconnect with your deeper awareness. By taking the time to go within and listen to your inner wisdom, you will find the answers you seek. Don't be afraid to face discomfort and feelings that you have been avoiding. Allow the Hermit to guide you to resolve and release what is troubling you. Take the time to connect with your inner self and find the hidden lessons beneath the surface. Reflect on what is going on within you and be brave enough to explore it."}, questions: ["Do you regularly take time to reconnect with your inner wisdom? Are you avoiding uncomfortable feelings? Are you conscious of the Wise One who resides within you?"], advice: "Melt the ice around your feelings and take the time to listen to your inner wisdom. Don't be afraid to face discomfort and delve deeper within. Trust in the guidance of the Hermit and allow him to show you the way."}, reversed: {title: "The Hermit Reversed", message: "After a period of introspection and self-work, it is time to reemerge from your inner landscape and share yourself with the outside world again. Use the wisdom and insights you have gained to contribute to the world around you. Don't hide or shy away from what you have to offer. Have the courage to reveal your Authentic Self and reconnect with others. Seek the company of like-minded individuals who have also done inner work. Embrace new friendships, partnerships, and connections that may appear. Share your wisdom and experiences with others."}, questions: ["Are you ready to share your wisdom and experiences with the world? Have you been hiding or avoiding your true self? Are there new connections and relationships waiting for you?"], advice: "Reconnect with the world and have the courage to share your unique wisdom. Seek the company of like-minded individuals and embrace new connections. Be open to the opportunities that come with reemerging from your inner landscape."}], symbolism: [{name: "Lantern", description: "The lantern represents the light of inner wisdom that guides the Hermit in the dark places."}, {name: "Staff", description: "The staff symbolizes stability and wisdom."}, {name: "Snow", description: "Snow symbolizes feelings that have been put on ice or frozen pain."}], questions: ["Do you regularly take time to reconnect with your inner wisdom? Are you avoiding uncomfortable feelings? Are you conscious of the Wise One who resides within you? Are you ready to share your wisdom and experiences with the world? Have you been hiding or avoiding your true self? Are there new connections and relationships waiting for you?"], image\_url:

"https://upload.wikimedia.org/wikipedia/commons/4/4d/RWS\_Tarot\_09\_Hermit.jpg"}, {"\_id": {"\$oid": "6538939c9f379444e08d50a4"}}, "name": "WHEEL OF FORTUNE", "number": 10, "part": "Major Arcana", "archetype": "Making peace with life's unpredictability", "description": "The Wheel of Fortune symbolizes unpredictable events, both fortunate and unfortunate. These are the events that occur with seeming randomness. They leave you feeling as if you have no control over them. The figures on the turning wheel illustrate that life moves in cycles; during some periods you feel on top of the world, and during others you feel down and out. Chaotic and unplanned things do occur in life. The rim of the wheel represents the external world with all its chaotic unpredictability. The center of the wheel represents your center: the seat of your best self. If you can find your way home to your center, then the random things that occur in the world outside of your control will not feel as disturbing. Are you stuck at the rim of the wheel, rising or falling with each unexpected event in your life? Can you take unexpected events in stride, or are you rigid and inflexible? Do you panic when something doesn't go exactly according to plan?", "attributes": ["Unpredictability", "Cycles", "Randomness"], "interpretations": {"upright": {"title": "WHEEL OF FORTUNE", "message": "The Wheel of Fortune floats amid the clouds, the domain of the element of Air. The sphinx, symbolizing all that is mysterious and unknowable, is seated on top of the wheel wielding a sword. The sword and the cloud imagery represent the element of Air and symbolize the powers of the mind to find the patterns in seemingly random occurrences. The mind organizes data through patterns. Amid the Hebrew letters around the wheel are four English letters: T-A-R-O. If read clockwise, starting and ending at the top of the wheel, they spell TAROT. If you begin reading the letters at the bottom of the wheel clockwise, they spell ROTA (Latin for 'wheel'). The Wheel of Fortune can reveal patterns in seemingly random occurrences.", "questions": ["Are you stuck at the rim of the wheel, rising or falling with each unexpected event in your life?", "Can you take unexpected events in stride, or are you rigid and inflexible?", "Do you panic when something doesn't go exactly according to plan?"], "advice": "When the Wheel of Fortune appears, it is time to get off the emotional roller coaster and detach from external dramas. Staying fixed at the edge of the wheel can get emotionally exhausting rather quickly. The truth is we don't have complete control of every life event that occurs. Sometimes bad or unfair things just happen. Other people have free will and can also act unpredictably. Good things can happen to awful people, and terrible things can happen to good people. Some people win the lottery without having done anything to deserve it. Others get hurt through no fault of their own. In life, events rarely go exactly according to plan. These occurrences are outside of our control. However, you do have the ability to control how you respond to life. You can choose to let either your wise Spirit handle the situation, or your fear."}, "reversed": {"title": "The Wheel of Fortune Reversed", "message": "If the Wheel of Fortune appears reversed, it illuminates repetitive cycles, patterns, and recurring life lessons. Just as a wheel that moves in reverse brings a vehicle backward, so too the Wheel of Fortune reversed can take you back to an old life lesson that seems to be repeating itself over and over. Getting frustrated at the repeated lesson is fruitless. The lesson is recurring because it holds the key to moving forward. Once you accept

the lesson and do the work on self-improvement, the wheel will begin to move forward once again. Surrounding cards may illuminate what this life lesson is rooted in. Human lives are governed by cycles. Sometimes you are up, and sometimes you are down. The key is to not link your whole identity with the place on the wheel where you find yourself at this moment.

questions: [It can feel frustrating when you eagerly wish to move forward only to find that you seemingly keep moving backward. Are you learning about your true worth? Are you remembering how to reclaim your courage? Are you revisiting the place where you are stalled to reclaim the part of you that seems lost?], advice: Don't allow your feelings to be hurt by the ever-turning Wheel of Fortune whether it is upright or reversed or if you find yourself rising or falling. Ask yourself what the Universe is teaching you through the cyclical patterns you are experiencing. Are you learning about your true worth? Perhaps you are remembering how to reclaim your courage. Often, revisiting the place where you are stalled to reclaim the part of you that seems lost is just the remedy needed to begin progressing forward again.}], symbolism: [{name: Sphinx, description: The sphinx symbolizes all that is mysterious and unknowable. It signifies the powers of the mind to find patterns in seemingly random occurrences.}, {name: Clouds, description: The clouds represent the element of Air, which is associated with the mind and the powers of perception and pattern recognition.}], questions: [Are you stuck at the rim of the wheel, rising or falling with each unexpected event in your life? Can you take unexpected events in stride, or are you rigid and inflexible? Do you panic when something doesn't go exactly according to plan?], image\_url: [https://upload.wikimedia.org/wikipedia/commons/3/3c/RWS\\_Tarot\\_10\\_Wheel\\_of\\_Fortune.jpg](https://upload.wikimedia.org/wikipedia/commons/3/3c/RWS_Tarot_10_Wheel_of_Fortune.jpg), id: {oid: 653894029f379444e08d7967, name: JUSTICE, number: 11, part: Major Arcana, archetype: Restoring balance and harmony, description: Justice is the archetype of honesty, which is essential for restoring balance and harmony. Lady Justice grasps her mighty Sword of Truth. Her goal is to restore order and equilibrium, symbolized by the golden scales she holds in her left hand. The Justice figure in the tarot is not blindfolded. She sees the situations confronting her clearly. The sword she wields represents that assertive action is needed to cut away the source of our imbalance. Imbalance often occurs when we aren't being 100 percent honest with ourselves. Lady Justice restores balance and clarity through facts.}, attributes: [Honesty], interpretations: {upright: {title: JUSTICE, message: Does your life feel balanced right now? What do you need more or less of? Do you need to speak your truth to yourself or to another, even if the thought of it makes you uncomfortable?}, questions: [Does your life feel balanced right now? What do you need more or less of? Do you need to speak your truth to yourself or to another, even if the thought of it makes you uncomfortable?], advice: Lady Justice personifies that little voice within us that is observing the truth of any given situation, no matter how inconvenient that truth might be. The figure of Justice is flanked by two gray pillars, symbolizing neutrality. Look at all the facts in an unbiased, neutral manner. Be honest with yourself and others to restore harmony. Face

hidden truths that are causing imbalance.&quot;}}, &quot;reversed&quot;::  
 {&quot;title&quot;:: &quot;Justice Reversed&quot;, &quot;message&quot;:: &quot;Justice  
 reversed symbolizes periods when your life feels lopsided. This sense of imbalance  
 occurs when we are so focused on one part of our lives that we neglect other important  
 aspects. It may be time to step out of your routine to gain clarity and perspective.  
 Which area of your life is demanding too much energy? What part of yourself could you  
 invest in to remedy this?&quot;, &quot;questions&quot;:: [&quot;Which area of your life  
 is demanding too much energy? What part of yourself could you invest in to remedy  
 this?&quot;], &quot;advice&quot;:: &quot;Justice reversed can also appear in the guise  
 of situations that seem unfair or unjust. Instead of blaming someone or something,  
 take responsibility for restoring order in your life. Not everything in life is fair,  
 but maintaining excellence regardless is important. Detach from the desire to teach  
 someone a lesson and let Karma take care of it. Take a clear-eyed look at the facts to  
 restore your personal power.&quot;}}, &quot;symbolism&quot;: [{&quot;name&quot;::  
 &quot;Sword of Truth&quot;, &quot;description&quot;:: &quot;The Sword of Truth  
 represents assertive action needed to cut away the source of imbalance.&quot;},  
 {&quot;name&quot;:: &quot;Golden scales&quot;, &quot;description&quot;:: &quot;Golden  
 scales symbolize the restoration of order and equilibrium.&quot;}, {&quot;name&quot;::  
 &quot;Gray pillars&quot;, &quot;description&quot;:: &quot;Gray pillars represent  
 neutrality and the need to approach situations in an unbiased manner.&quot;},  
 {&quot;name&quot;:: &quot;Square clasp and jewel&quot;, &quot;description&quot;::  
 &quot;The square clasp at the neck and square jewel in the crown symbolize honesty and  
 strong foundations.&quot;}], &quot;questions&quot;:: [&quot;Does your life feel  
 balanced right now? What do you need more or less of? Do you need to speak your truth  
 to yourself or to another, even if the thought of it makes you uncomfortable? Which  
 area of your life is demanding too much energy? What part of yourself could you invest  
 in to remedy this?&quot;], &quot;image\_url&quot;::  
 &quot;https://upload.wikimedia.org/wikipedia/commons/e/e0/RWS\_Tarot\_11\_Justice.jpg&quo  
 t;}, {&quot;\_id&quot;:: {&quot;\$oid&quot;:: &quot;653894909f379444e08db1ca&quot;},  
 &quot;name&quot;:: &quot;THE HANGED MAN&quot;, &quot;number&quot;:: 12, &quot;part&quot;::  
 &quot;Major Arcana&quot;, &quot;archetype&quot;:: &quot;Sacrificing for the greater  
 good&quot;, &quot;description&quot;:: &quot;The Hanged Man represents making a  
 temporary sacrifice to achieve a greater goal. This could mean sacrificing time,  
 energy, comfort, resources, old habits, or an outdated attitude. For success to be  
 achieved, a sacrifice is often required. By pooling your best energies and resources  
 into your goal, you will ensure that it manifests.&quot;, &quot;attributes&quot;::  
 [&quot;Sacrifice&quot;, &quot;Goal-oriented&quot;], &quot;interpretations&quot;::  
 {&quot;upright&quot;:: {&quot;title&quot;:: &quot;THE HANGED MAN&quot;,  
 &quot;message&quot;:: &quot;What changes would you like to see in your life? Do you  
 have a goal that requires a lot of work? Is making a sacrifice scary for you because  
 it means that everything will change?&quot;, &quot;questions&quot;:: [&quot;What  
 changes would you like to see in your life?&quot;, &quot;Do you have a goal that  
 requires a lot of work?&quot;, &quot;Is making a sacrifice scary for you because it  
 means that everything will change?&quot;], &quot;advice&quot;:: &quot;If you want to  
 achieve anything of lasting value in this life, you will need to make sacrifices. The  
 currency of the Universe is exchange. What you put in, you will get out. It is  
 comforting to know that if you make the sacrifices and do the work, you can alter the  
 course of your destiny. Any goal you have can be achieved, but it does require that  
 something must be given up.&quot;}}, &quot;reversed&quot;:: {&quot;title&quot;::

"The Hanged Man Reversed";, "message"; "After spending considerable time suspended upside down from the Tree of Wisdom, he is now ready to walk out into the world with valuable new insights. He has made tremendous sacrifices and has surrendered his ego's assumptions of how life should unfold. He has given himself over to the greater wisdom of the tree he spent so many years suspended from. When this card appears reversed, it is as if all that felt upside down is turning right-side up again. You may also feel more grounded and surer of your path. You have been suspended from your own metaphorical Tree of Wisdom, and now it is time to engage with life using the wisdom you've gained. All your sacrifices up until now have been indeed worth it. This is because you are perceiving your experiences within a wider context. Be proud of the things you have achieved and sacrificed for. When you look on the world with the wisdom you've earned through your many sacrifices, it no longer appears upside down.";, "questions";: ["How do you feel after making sacrifices and gaining new insights?";, "Do you feel more grounded and surer of your path?"], "advice";: "Be proud of the things you have achieved and sacrificed for. When you look on the world with the wisdom you've earned through your many sacrifices, it no longer appears upside down."}}, "symbolism";: [{"name";: "Tree of Wisdom";, "description";: "The Hanged Man is suspended from the branches of the Tree of Wisdom. He is seeking to improve himself. By hanging upside down, he is gaining a new perspective, and he looks at the world from a different vantage point."}, {"name";: "Blood rushing to head";, "description";: "All the blood rushes to his head. All his energy is being pooled into his mind. He is temporarily sacrificing the use of his legs and arms. This represents sacrificing the desire to walk away. The Hanged Man is suspending his normal routines to focus his energy. His face is calm. Although he is not comfortable, he is not suffering. He knows that sacrificing his usual stance of keeping his feet firmly on the ground will free his mind to new solutions."}, {"name";: "One leg crossed behind the other";, "description";: "The position of one leg crossed behind the other mirrors the final card in the Major Arcana, the World. The World represents completion and attainment. The Hanged Man symbolizes temporarily enduring discomfort to ensure the achievement of your greatest goals."}], "questions";: ["How do you feel after making sacrifices and gaining new insights?";, "Do you feel more grounded and surer of your path?"], "image\_url";: "https://upload.wikimedia.org/wikipedia/commons/2/2b/RWS\_Tarot\_12\_Hanged\_Man.jpg";, {"\_id";: {"\$oid";: "653895289f379444e08def97";}, "name";: "DEATH";, "number";: 13, "part";: "Major Arcana";, "archetype";: "Accepting inevitable change";, "description";: "The Death card is the tarot's most notorious symbol for change and transformation. Many people are afraid to sit at a tarot reader's table because the dreaded Death card might show up! We've all seen the movies in which the dark and mysterious fortune-teller turns over the Death card to foretell someone's ghastly end. In actuality, the Death card is an invaluable card to get in a reading. It indicates that you are undergoing vitally important changes, for your own good. Although not always welcome and sometimes shocking to experience, the changes before you are the next step in your personal evolution. Although Death outwardly appears frightening, he is always accompanied by rebirth. Like the legendary phoenix, you too will rise from the ashes to live a joyful



new life, revitalized and renewed.&quot;;, &quot;attributes&quot;;:  
 [&quot;Accepting&quot;;, &quot;Inevitable change&quot;], &quot;interpretations&quot;;:  
 {&quot;upright&quot;;: {&quot;title&quot;;: &quot;DEATH&quot;;, &quot;message&quot;;:  
 &quot;Overcoming your fear of change is the requirement of this card. The changes  
 occurring for you are leading you to new life. Other cards that surround the Death  
 card will indicate what part of your life is undergoing change at this time. Have  
 courage and let go of all that you no longer need. The light of rebirth awaits  
 you.&quot;;, &quot;questions&quot;;: [&quot;Do you struggle with accepting change?&quot;;,  
 &quot;Does the fear of death keep you from living your life?&quot;;, &quot;What old,  
 unneeded part of yourself are you resistant to letting go of, even though you know  
 releasing that part would set you free?&quot;], &quot;advice&quot;;: &quot;The changes  
 before you are necessary for your personal evolution. Embrace them with courage and  
 let go of what no longer serves you. Your rebirth awaits.&quot;;}, &quot;reversed&quot;;:  
 {&quot;title&quot;;: &quot;Death Reversed&quot;;, &quot;message&quot;;: &quot;If the  
 Death card appears reversed, it asks you what changes you are resisting. It's  
 time to challenge any form of denial and approach your personal transformation with  
 assertive energy. Confront and let go of all that no longer serves you. This card is  
 very healing for clearing out energy blockages. Remember that rebirth always follows  
 death, and by embracing the changes you are resisting, you can experience personal  
 growth.&quot;;, &quot;questions&quot;;: [&quot;Are you avoiding any changes in your  
 life?&quot;;, &quot;What are you resisting and why?&quot;;, &quot;How can you approach  
 personal transformation with assertive energy?&quot;], &quot;advice&quot;;: &quot;Step  
 out of the shadow and back into the light. Confront and let go of what no longer  
 serves you. Embrace the changes you are resisting, as they will lead to your personal  
 evolution.&quot;;}}, &quot;symbolism&quot;;: [{&quot;name&quot;;: &quot;Skeletal  
 face&quot;;, &quot;description&quot;;: &quot;Although Death's skeletal face looks  
 scary, he is not a monster. He kindly ends suffering and represents the inevitability  
 of change.&quot;;}, {&quot;name&quot;;: &quot;White rose&quot;;, &quot;description&quot;;:  
 &quot;Death's banner is a white rose on a black background. This symbolizes the  
 truth that light and life always emerge after darkness and death.&quot;;},  
 {&quot;name&quot;;: &quot;Child holding a flower&quot;;, &quot;description&quot;;:  
 &quot;In the foreground of the card, a fearless child holds a flower up to Death. This  
 symbolizes the innocence and lack of fear that children have towards change and the  
 realm beyond.&quot;;}, {&quot;name&quot;;: &quot;The sun's radiance&quot;;,  
 &quot;description&quot;;: &quot;In the background of the Death card, there is a shining  
 city illuminated in the sun's radiance. This represents a realm of infinite peace,  
 release, joy, and laughter that awaits beyond the changes we undergo.&quot;}],  
 &quot;questions&quot;;: [&quot;Do you struggle with accepting change?&quot;;, &quot;Does  
 the fear of death keep you from living your life?&quot;;, &quot;What old, unneeded part  
 of yourself are you resistant to letting go of, even though you know releasing that  
 part would set you free?&quot;], &quot;image\_url&quot;;:  
 &quot;https://upload.wikimedia.org/wikipedia/commons/d/d7/RWS\_Tarot\_13\_Death.jpg&quot;;}  
 , {&quot;\_id&quot;;: {&quot;\$oid&quot;;: &quot;6538960e9f379444e08e5053&quot;;},  
 &quot;name&quot;;: &quot;TEMPERANCE&quot;;, &quot;number&quot;;: 14, &quot;part&quot;;:  
 &quot;Major Arcana&quot;;, &quot;archetype&quot;;: &quot;Finding the right recipe for  
 balanced living&quot;;, &quot;description&quot;;: &quot;Temperance signifies balance,  
 moderation, and slowing down. This card represents your inner stress barometer, which  
 notifies you when your mind and body are under too much strain. When Temperance  
 appears, it is time to give your body more of what it needs right now in order to

restore your equilibrium. The card encapsulates finding the right balance between two opposing forces to restore harmony. Does your body act up when you're stressed? Do you get strange sensations that make you worry you might have something seriously wrong with you? Do you listen to your inner needs when you are spread too thin, or do you power through, depleting yourself further?", "attributes": [\"Balance\", \"Moderation\", \"Slowing down\"], "interpretations": {\"upright": {\"title": \"TEMPERANCE\", \"message": \"The Angel on the Temperance card represents your Higher Self, which knows just how much of anything you can endure. The Angel is pouring just the right amount of water from one cup to replenish the other. This represents your need to replenish what has been depleted. The Angel also has one foot on dry land and the other foot in the stream. This symbolizes that although he is operating in the real world (the dry land), he keeps one foot in contact with his intuitive inner world (the stream). The path behind him leads to a bright destination. If you follow the Angel's example and look after your equilibrium, you will also find a healthier, happier future awaiting you. The iris flowers call to mind Iris, the Messenger Goddess. Your body, mind, spirit, and the Universe surrounding you are constantly offering messages of how to best heal.\"}, "questions": [\"Does your body act up when you're stressed?\", \"Do you get strange sensations that make you worry you might have something seriously wrong with you?\", \"Do you listen to your inner needs when you are spread too thin, or do you power through, depleting yourself further?\"], "advice": \"Temperance reminds you to listen to your body, quiet your mind, and come up for air. No matter what demands are being placed on you currently, you need to replenish yourself. Not wanting to disappoint others makes us jump through impossible circles and hoops, attempting to be Superman or Superwoman. All the while, we slowly deplete ourselves to the point where we need rescuing! Temperance gently guides you to protect your own health and well-being first. In this way, you will have plenty to share with others. To restore your balance, what is your body signaling that it needs? More water? More rest? Some quiet time? A vacation? A break? Time with your favorite books? A reading. Wrap yourself in the Angel's wings and lovingly give your body some attention. The Angel of Temperance is guiding you back toward what you need for balance. Taking the time to restore your equilibrium will ensure that you have an abundance of energy to invest in all the people, goals, and improvements that are waiting for you.\"}, "reversed": {\"title": \"Temperance Reversed\", \"message": \"If Temperance appears reversed, it signifies depletion and a need for restoration. You may be literally or symbolically dehydrated. Temperance reversed calls your attention to areas of your mind and body where knots of tension have formed and asks you to release them. The Angel on the card symbolizes the need to surrender current stress to the Divine. You are being called back to reconnect with what is personally sacred to you. The imagery of flowing water on the card signifies the healing properties of water. An easy way to restore equilibrium is to give your body more water. This will do wonders for your mood and energy level. Perhaps it's time to reconnect with the bodies of water in nature. Rivers, lakes, and oceans naturally have a soothing effect that can release accumulated stresses that are disturbing your mind and heart.\"}, "questions": [\"What is your body signaling that it needs?\", \"More water?\", \"More rest?\", \"Some quiet time?\", \"A vacation?\", \"A break?\", \"Time with your favorite books?\"]

&quot;A reading?&quot;], &quot;advice&quot;; &quot;Temperance is all about balance and moderation. When this card appears reversed, you will find that it is necessary to release excessiveness: excessive worry about a stressful situation, excessive focus on only one area of your life, excessive consumption of something that depletes your energy, excessive escapism, excessive obsessions. Your personal energy field needs to be cleared to move forward at this time. If you find yourself excessively doing one thing, shift your energy to focusing on another aspect of your life that would benefit from your attention. Know that where you are today is just where you need to be. Be okay with areas of your life being works in progress. Other cards in a reading may illuminate what the source of your depletion is.&quot;}}], &quot;symbolism&quot;; [{&quot;name&quot;;: &quot;Angel&quot;;, &quot;description&quot;;: &quot;The Angel on the Temperance card represents your Higher Self, which knows just how much of anything you can endure. The Angel is pouring just the right amount of water from one cup to replenish the other. This represents your need to replenish what has been depleted.&quot;}], [{&quot;name&quot;;: &quot;Water&quot;;, &quot;description&quot;;: &quot;The symbol of flowing water on the card signifies the healing properties of water. An easy way to restore equilibrium is to give your body more water. This will do wonders for your mood and energy level.&quot;}}], &quot;questions&quot;; [{&quot;Does your body act up when you're stressed?&quot;;, &quot;Do you get strange sensations that make you worry you might have something seriously wrong with you?&quot;;, &quot;Do you listen to your inner needs when you are spread too thin, or do you power through, depleting yourself further?&quot;;, &quot;What is your body signaling that it needs?&quot;;, &quot;More water?&quot;;, &quot;More rest?&quot;;, &quot;Some quiet time?&quot;;, &quot;A vacation?&quot;;, &quot;A break?&quot;;, &quot;Time with your favorite books?&quot;;, &quot;A reading?&quot;}], &quot;image\_url&quot;; &quot;https://upload.wikimedia.org/wikipedia/commons/f/f8/RWS\_Tarot\_14\_Temperance.jpg&quot;;}, [{&quot;id&quot;;: {&quot;\$oid&quot;;: &quot;653896ab9f379444e08e8e4f&quot;}}], &quot;name&quot;;: &quot;THE DEVIL&quot;;, &quot;number&quot;;: 15, &quot;part&quot;;: &quot;Major Arcana&quot;;, &quot;archetype&quot;;: &quot;Confronting your inner saboteur&quot;;, &quot;description&quot;;: &quot;Nobody likes to confront the Devil. The Devil can be a jarring image to face. This is because he represents our shadow self, the inner saboteur. This the insidious voice within that tells us we aren't worthy, that we can't be successful, and that we are stuck with our lot. Often this voice pipes up just before we are about to make a huge breakthrough. This voice comes as a final test to see what we really believe about ourselves. The Devil is known by many names, but by far the most fitting is the Prince of Lies. The biggest lie the Devil tells is that he is more powerful than we are. Each day you have a choice to believe the voice that tells you you are garbage or to hear your better angels who remind you that you are worthy. How does your shadow manifest in your life? Do you struggle with self-esteem? Do you feel trapped in a situation that feels beyond your control? When you look at the image of the Devil card, you can see a man and a woman chained to his throne. They are a corrupted version of the innocent and pure man and woman who appear on the Lovers card. The trees that were featured on the Lovers card now appear in the form of unnatural tails sprouting from the pair. This shows how applying life and knowledge solely toward materialism and external gratification leads to corruption. The two figures also sport horns, symbolizing their enslavement to the animal parts of their nature. The animal nature is only concerned with survival and protection of itself. It is not enlightened and manifests in the form of fear, excess, jealousy, anger, hatred, addiction, unforgiveness, and the pursuit of personal comfort

over all else. Look closer at the figures chained to the Devil's throne. The chains represent the falsehood of being stuck; the chains the figures wear are quite loose. In fact, they could step out of them at any time! This shows that despite the fearful size of the Devil, one can be free of him whenever they choose. When the Devil appears, he calls your attention to the self-limiting thoughts and behaviors that are keeping you imprisoned. You can be free at any time, but you must stop rationalizing these behaviors and confront them honestly. Written on the Devil's right hand is the symbol for Saturn. In astrology, Saturn rules limitations, setbacks, and self-improvement over time. This implies that honestly confronting your inner shadows will compel you to improve over time, even if the process feels uncomfortable. The Devil highlights any untruths you may be telling yourself that are keeping you from being the best version of yourself. The shadow is real, but you are more powerful. The best way to transcend shadows is to embody love. Be loving to yourself and others. Don't get hooked into defending yourself in the face of someone else's shadow. Lovingly help someone else. Be of service. Be kinder. If you are feeling fear, help someone else feel braver. Challenge the lie that you are stuck. Send light and love to those people you can't quite seem to forgive. Unhook yourself from the Devil's chains. By embodying your better angels, the Devil will lose all power.

Attributes: Confrontation, Shadow self, Self-limiting thoughts, Corruption, Enslavement, Fear, Excess, Jealousy, Anger, Hatred, Addiction, Unforgiveness, Personal comfort, interpretations: {upright: {title: THE DEVIL, message: The Devil is a symbol of your inner saboteur, the voice that tells you that you aren't worthy and keeps you stuck. Confront your shadows and free yourself from self-limiting thoughts and behaviors. Embody love and kindness to transcend your shadows. questions: [How does your shadow manifest in your life?, Do you struggle with self-esteem?, Do you feel trapped in a situation that feels beyond your control?], advice: Challenge the lies your inner saboteur tells you. Embody love and kindness towards yourself and others. Help someone else in need and be of service. Unhook yourself from the chains of fear and unforgiveness. By embodying your better angels, the Devil will lose all power.}, reversed: {title: The Devil Reversed, message: The Devil reversed signifies the fading power of your shadow. Old habits and self-limiting beliefs are no longer holding you back. Challenge any remaining unconscious attitudes of fear, anger, or sadness. Remember your strengths, talents, and abilities. Step back into the radiant light of your limitless Spirit. questions: [What negative habits and beliefs are you letting go of?, How can you challenge unconscious attitudes of fear, anger, or sadness?, What strengths, talents, and abilities do you need to remember?], advice: Release the negative habits and assumptions that keep you in a pessimistic state. Challenge your unconscious attitudes and remember your true potential. Step into the radiant light of your limitless Spirit.}}, symbolism: [{name: Chains, description: The chains represent the false belief of being stuck. One can be free of the Devil whenever they choose.}, {name: Horns, description: The horns symbolize enslavement to the animal parts of one's nature, manifesting in fear,

excess, jealousy, anger, hatred, addiction, unforgiveness, and the pursuit of personal comfort."}, {"name": "Saturn Symbol", "description": "Saturn symbolizes limitations, setbacks, and self-improvement over time. Confronting your inner shadows will lead to personal growth and improvement."}], "questions": ["How does your shadow manifest in your life?", "Do you struggle with self-esteem?", "Do you feel trapped in a situation that feels beyond your control?", "What negative habits and beliefs are you letting go of?", "How can you challenge unconscious attitudes of fear, anger, or sadness?", "What strengths, talents, and abilities do you need to remember?"], "image\_url": "https://upload.wikimedia.org/wikipedia/commons/5/55/RWS\_Tarot\_15\_Devil.jpg", {"\_id": {"\$oid": "6538989c9f379444e08f55c1"}, "name": "THE TOWER", "number": 16, "part": "Major Arcana", "archetype": "Coming back to earth", "description": "The people falling from the Tower were prisoners of their own making. They built walls around themselves that grew taller and taller. These walls separated them from feeling reality. The Tower gained in size and made them numb. Being numb kept them safe from being hurt by the past and the present. In the Tower, they could pretend there was no loss, change, or death happening outside. They would say things like, 'I'm great! No sad things ever happened; what are you talking about?' The lightning on the card represents the inevitable crisis the Universe always sends to cause those in denial to wake up and to heal what needs healing. One falling figure is crowned, while the other is not. This symbolizes that being in a state of denial is unsustainable, whether you are a commoner or a king. Are there unresolved hurts from the past that you need to heal, surrender, and clear? What would you rather not deal with right now? Do you zone out to deny reality? Is there a fear that, if you open yourself to feeling it, it will hurt too much and won't stop hurting? Despite the destructive imagery, the Tower is one of the most healing cards in the tarot. The Tower snaps us out of pretending we are not hurting. It is a cathartic card where old pains are finally felt and released for healing. In that way, the old pains no longer keep us a prisoner escaping reality. When you reflect on your life, you'll realize the moments that made you strongest are often the hard times. Avoiding challenges doesn't make us strong - dealing with them does. Denial of truth is unsustainable. Spirit, God, or the Universe always sends along a proverbial lightning bolt to snap us out of delusion. The breakdown moment is surprisingly a blessing. Lightning bolts symbolize flashes of divine magic and epiphanies at play in your life. Once reality is accepted, it can then be healed. The people falling from the Tower are returning to earth. Not only are they returning to reality, but they are returning to their true nature as well. The crowned roof of the Tower is also being ejected, symbolizing a need to get out of the rationalizations of your head and get back to reality. When the Tower appears, it's time to stop avoiding something that you know needs to be felt. Don't deny your feelings another day or they will continue to keep you imprisoned. Give yourself some privacy and space to really feel something that hurts. Release it through tears or even yelling. A wise teacher of mine told me that if you can't scream in the house because there are people around, do it in the car. People will just think you're singing. It's time to be honest with yourself and feel your real feelings. The Tower represents freedom from feeling trapped.", "attributes": ["Transformation", "Healing", "Instability"],

"interpretations": { "upright": { "title": "THE TOWER", "message": "Upright or reversed, the Tower advises you to allow what you don't need to crumble away. The changes you are experiencing will only feel traumatic if you resist them. The sun is peeking through the clouds again, and hindsight will reveal the necessity of the storm's passing.", "questions": [ "Are there unresolved hurts from the past that you need to heal, surrender, and clear? What would you rather not deal with right now? Do you zone out to deny reality? Is there a fear that, if you open yourself to feeling it, it will hurt too much and won't stop hurting?" ], "advice": "When the Tower appears, it's time to stop avoiding something that you know needs to be felt. Don't deny your feelings\nThe file is too long and its contents have been truncated.\n", "title": "tarot\_cards.json", "tether\_id": null}, "status": "finished\_successfully", "end\_turn": null, "weight": 1.0, "metadata": { "command": "context\_stuff", "is\_visually\_hidden\_from\_conversation": true, "message\_type": null, "model\_slug": "gpt-4", "default\_model\_slug": "gpt-4", "parent\_id": "fd8c2068-9497-4936-875d-e6426bd243d0", "request\_id": "8847a0857d2f0e1a-MXP", "timestamp\_": "absolute"}, "recipient": "all", "channel": null}, "parent": "fd8c2068-9497-4936-875d-e6426bd243d0", "children": [ "15810f90-e472-451e-8b3c-e2024e58d89f" ] }, "15810f90-e472-451e-8b3c-e2024e58d89f": { "id": "15810f90-e472-451e-8b3c-e2024e58d89f", "message": { "id": "15810f90-e472-451e-8b3c-e2024e58d89f", "author": { "role": "tool", "name": "myfiles\_browser", "metadata": {} }, "create\_time": 1715823328.669886, "update\_time": null, "content": { "content\_type": "text", "parts": [ "\nPlease remember to search the user's documents if an answer to their question is not contained in the above snippets.\n"] }, "status": "finished\_successfully", "end\_turn": null, "weight": 1.0, "metadata": { "is\_visually\_hidden\_from\_conversation": true, "message\_type": null, "model\_slug": "gpt-4", "default\_model\_slug": "gpt-4", "pad": "AAA", "parent\_id": "66741842-3a15-4b66-8c87-dff86f22078c", "request\_id": "8847a0857d2f0e1a-MXP", "timestamp\_": "absolute"}, "recipient": "all", "channel": null}, "parent": "66741842-3a15-4b66-8c87-dff86f22078c", "children": [ "e68ffb89-00e1-49ff-a57f-dc59c92d9e54" ] }, "e68ffb89-00e1-49ff-a57f-dc59c92d9e54": { "id": "e68ffb89-00e1-49ff-a57f-dc59c92d9e54", "message": { "id": "e68ffb89-00e1-49ff-a57f-dc59c92d9e54", "author": { "role": "assistant", "name": null, "metadata": {} }, "create\_time": 1715823328.670311, "update\_time": null, "content": { "content\_type": "text", "parts": [ "To explore the meanings and guidance around 'the green, the bee, and the prophecy,' I will perform a three-card tarot spread focusing on these symbols as past, present, and future.\n\nLet's draw the cards and see what insights the tarot can offer on these themes." ] }, "status": "finished\_successfully", "end\_turn": false, "weight": 1.0, "metadata": { "finish\_details": { "type": "stop", "stop\_tokens": [100265] }, "citations": [], "gizmo\_id": "g-VwEcTiTDT", "message\_type": null, "model\_slug": "gpt-4", "default\_model\_slug": "gpt-4", "pad": "AAAAAAAAAAAAAAAAAAAA", "parent\_id": "15810f90-e472-451e-8b3c-e2024e58d89f", "is\_complete": true, "request\_id": "8847a0857d2f0e1a-MXP", "timestamp\_": "absolute"}, "recipient": "all", "channel": null}, "parent": "15810f90-e472-451e-8b3c-e2024e58d89f", "children": [ "6bfa66b5-b252-4043-a2bd-d2f04446a2a7" ] }, "6bfa66b5-b252-4043-a2bd-d2f04446a2a7": { "id": "6bfa66b5-b252-4043-a2bd-d2f04446a2a7", "message": { "id": "6bfa66b5-b252-4043-a2bd-d2f04446a2a7", "author": { "role": "assistant", "name": null, "metadata": {} }, "create\_time": 1715823328.676121, "update\_time": null, "content": { "content\_type": "code", "language": "unknown", "response\_format\_name": null, "text": "# Importing necessary libraries to handle tarot card drawing\nimport json\nimport random\n\n# Load the tarot cards data from the JSON"

```

file\nwith open(&#x27;/mnt/data/tarot_cards.json&#x27;) as file:\n    tarot_cards =
json.load(file)\n\n# Randomly select 3 cards for a tarot spread\nrandom_selected_cards
= random.sample(tarot_cards, 3)\nrandom_selected_cards", "status":
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&#x27;part&#x27;: \&#x27;Major Arcana&#x27;, \n  \&#x27;archetype&#x27;: \&#x27;Trust your
inner knowing&#x27;, \n  \&#x27;description&#x27;: \&#x27;The High Priestess is the
personification of wisdom and inner knowing. If you\&#x27;ve ever trusted your gut
instincts, then you were trusting her. You know far more than you think you know. To
access your instincts and inner wisdom, you need to push aside the veil of the
endlessly chattering, &quot;rational&quot; mind. The High Priestess guards the realm
of your deeper feelings. When you access the deepest core of your being, you will
often find you already know the answer. You just might be too distracted (or too
afraid to trust it.&#x27;, \n  \&#x27;attributes&#x27;: [\&#x27;Wisdom&#x27;, \&#x27;Inner
knowing&#x27;, \&#x27;Intuition&#x27;], \n  \&#x27;interpretations&#x27;:
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&#x27;message&#x27;: \&#x27;Do you trust yourself and your instincts? Is it hard to
access your inner knowing because you are distracted by anxiety? Do you confuse fear
with your feelings, causing you to not trust your instincts?&#x27;, \n
&#x27;questions&#x27;: [\&#x27;Do you trust yourself and your instincts?&#x27;, \n
&#x27;Is it hard to access your inner knowing because you are distracted by
anxiety?&#x27;, \n    \&#x27;Do you confuse fear with your feelings, causing you to not
trust your instincts?&#x27;], \n    \&#x27;advice&#x27;: \&#x27;Trusting your instincts
can be difficult. The what-ifs begin to emerge from your fears. &quot;What if
I\&#x27;m wrong?&quot; &quot;What if this is just a big mistake?&quot; &quot;What if
I don\&#x27;t really belong here?&quot; &quot;What if I fail?&quot; These fears are
as thin and superficial as a skimpy veil attempting to block the vast sea. Your fears
are not your instincts. To know the difference between your fears and your instincts,
check in with your body. Fears will make you feel tight and anxious. Instincts, on the
other hand, make you feel sharp, clear, and empowered to act. Your instincts can be
found in the place beyond the tightness, deeper within your core, deeper within your
Spirit. Your inner wisdom is an instinct that will guide you, like an infallible
compass, whenever you feel lost.&#x27;}, \n    \&#x27;reversed&#x27;: {\&#x27;title&#x27;:
&#x27;The High Priestess Reversed&#x27;, \n    \&#x27;message&#x27;: \&#x27;If the High
Priestess appears reversed, she asks you to notice any recurring signs or symbols you
are receiving. The High Priestess is a teacher. She alerts you to a lesson you are
learning. When the High Priestess appears, she tells you that the issues you are
experiencing are deeper than they may at first appear. She is also calling your

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attention to the language of signs and symbols. Like an abstract painting, the High Priestess reversed asks you to examine the situation from different perspectives to understand it. There is deep wisdom to be gained from recurring signals.

questions: [What recurring signs or symbols are you receiving?  
 What lesson are you learning?  
 How can you examine the situation from different perspectives?],  
 advice:  
 The High Priestess speaks in a language of pictures, signs, and symbols. This language is not literal and cannot be understood by the rational mind alone. Trust your feelings to illuminate what the message is. There is nothing to fear when the High Priestess appears, upright or reversed. There is magic afoot. The Universe is communicating with you in serendipitous and synchronistic ways. It is encouraging you to find the answers to your questions by accessing your inner wisdom. Today, notice any unusual signals you receive. Is there a bird or an animal that finds its way onto your path? What could that animal be teaching you? Is there a color or something that catches your eye? Ask yourself what this means to you. Is there a card from your tarot deck that keeps emerging? What could it be telling you? Today, look on the grand design of the world with the wise eyes of the High Priestess. The answers will be found within, but the Universe will always provide clues in the form of recurring signs.

symbolism: [name: Moon,  
 description: The High Priestess is crowned with the moon in its three phases: waxing, full, and waning. This symbolizes her connection to the cycles of life and the deep wisdom she possesses.  
 {name:  
 Pillars,  
 description: "The High Priestess sits between two pillars: one black and one white. This symbolizes that life's answers are often found in the gray areas, in between the extremes."  
 {name:  
 Pomegranates,  
 description: The veil before the High Priestess is decorated with pomegranates, symbolizing the answers that lie beyond the fears of death and change.  
 {name:  
 Sea,  
 description: "The vast sea of the unconscious is peeking from beyond the High Priestess's veil, symbolizing that all the answers can be found within the depths of your being."],  
 questions: [Do you trust yourself and your instincts?  
 Is it hard to access your inner knowing because you are distracted by anxiety?  
 Do you confuse fear with your feelings, causing you to not trust your instincts?  
 What recurring signs or symbols are you receiving?  
 What lesson are you learning?  
 How can you examine the situation from different perspectives?],  
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 6538a05e9f379444e09278cb,  
 name: FOUR OF SWORDS,  
 number: 4,  
 part: Minor Arcana,  
 archetype: Restoring inner peace,  
 description: "The Four of Swords symbolizes our need for inner peace. It encourages rest and recuperation. The appearance of the Four of Swords gently reminds you to call your attention to your body and any areas where tension has been building up. You may need to give yourself some peace and quiet to rejuvenate your body, mind, and Spirit. You could also find that it's time to let go of whatever is preventing a sense of peace and causing inner suffering. Do you feel inner peace, or have you been suffering? When is the last time you gave yourself a relaxing midday



nap? Do you need a break from the stress that's built up?"  
 attributes: [Rest, Recuperation, Inner peace],  
 interpretations: {upright: {title: FOUR OF SWORDS},  
 message: "The Four of Swords gently reminds you to call your attention to your body and any areas where tension has been building up. You may need to give yourself some peace and quiet to rejuvenate your body, mind, and Spirit. It's time to let go of whatever is preventing a sense of peace and causing inner suffering. Do you feel inner peace, or have you been suffering? When is the last time you gave yourself a relaxing midday nap? Do you need a break from the stress that's built up?"  
 questions: [Do you feel inner peace, or have you been suffering? When is the last time you gave yourself a relaxing midday nap? "Do you need a break from the stress that's built up?"  
 advice: "Give yourself some peace and quiet to rejuvenate your body, mind, and Spirit. Let go of whatever is preventing a sense of peace and causing inner suffering. Take a break from the stress and relax. Find ways to release the tension and find inner peace."},  
 reversed: {title: FOUR OF SWORDS Reversed},  
 message: "The Four of Swords reversed indicates that there is a restless energy about. Restless energy can be helpful to motivate you to accomplish goals and get things moving. However, it can also turn into anxiety. Take a time-out, remember to breathe, and take a break from problem-solving. Rejuvenate your mind and return to the task at hand with a clear perspective. Strive for inner peace and avoid excess and extremes."  
 questions: [Do you have a restless energy about you? Are you feeling anxious or stressed? When was the last time you took a break and gave yourself peace of mind?]  
 advice: "Reject frantic thinking and take a time-out. Remember to breathe and rejuvenate your mind. Avoid excess and extremes. Strive for inner peace and allow yourself peace of mind."},  
 symbolism: [{"name": "Stained Glass Window",  
 description: "Hidden in the upper left corner of the stained glass window in the Four of Swords is the word pax (Latin for peace). This symbolizes the importance of finding inner peace."}, {"name": "Prayer",  
 description: "The figures in the stained glass and the scene depicted in the card represent prayer and seeking assistance from the Divine. Reconnecting with what is sacred to you can help in finding peace."}],  
 questions: [Do you feel inner peace, or have you been suffering? When is the last time you gave yourself a relaxing midday nap? "Do you need a break from the stress that's built up?"  
 Do you have a restless energy about you? Are you feeling anxious or stressed? When was the last time you took a break and gave yourself peace of mind?],  
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 name: "THE LOVERS",  
 number: 6,  
 part: "Major Arcana",  
 archetype: "The formula for unconditional love, inner peace, and balance",  
 description: "The Lovers represent love in all its forms. This includes relationships with lovers, friends, family, and, most importantly, yourself. The Lovers symbolize inner balance and peace. They represent the different aspects of

you that must be brought into harmony in order to regain perspective. The Lovers card also represents choices. They remind us that we can heal any situation and free ourselves from suffering by viewing the matter through the eyes of authentic love.

attributes: [Unconditional Love, Inner Peace, Balance], interpretations: {upright: {title: THE LOVERS, message: Do you have difficulty truly loving yourself? Are you able to open your heart and be completely honest about who you are and what you feel? Are you able to look at your place in life right now with acceptance and inner peace?}, reversed: {title: The Lovers Reversed, message: If the Lovers appear reversed, it is time to restore harmony and tend your relationships (romantic, professional, and familial). This card represents healing the connections you share with others. It also reveals that the things that are driving you crazy about someone else may be highlighting an imbalance or disconnected part within yourself.}, questions: [Are you ever afraid of looking stupid?, Can you laugh..., Is there an unrealized dream...], advice: "The Lovers are brought together in a state of harmony under the acceptant gaze of the Angel. They are naked and feel no shame for it. They don't need to cover up or put on a front to impress each other. A mountain separates the Lovers, creating a barrier. However, the Angel transcends all barriers and allows the Lovers to relate to one another, no matter what obstacles are present. The male gazes at the female. She in turn gazes up through the fog at the Angel. When these different aspects of yourself are brought into balance, you can then experience the most fulfilling relationships with others."}, reversed: {title: The Lovers Reversed, message: If the Lovers appear reversed, it is time to restore harmony and tend your relationships (romantic, professional, and familial). This card represents healing the connections you share with others. It also reveals that the things that are driving you crazy about someone else may be highlighting an imbalance or disconnected part within yourself.}, questions: [What is this relationship challenge teaching me about myself?, How am I putting myself in a state of suffering?], advice: Challenging people and situations are teachers. Frustrating people get on our nerves because they highlight what we have difficulty accepting or facing within ourselves. People who annoy us can illuminate our shadow. Everyone has a shadow. It is the amorphous thing within us all that we have a hard time loving or accepting.}, symbolism: [{name: Mountain, description: A mountain separates the Lovers, representing the barriers that exist in relationships.}, {name: Angel, description: The Angel represents your Higher Self: your superconsciousness. He looks down on the different parts of the self with compassion, acceptance, and perspective.}, {name: Tree of Life, description: The Tree of Life behind the male symbolizes vitality and external awareness.}, {name: Tree of Knowledge, description: The Tree of Knowledge behind the female symbolizes the transformation that occurs when tapping into inner wisdom.}], questions: [Are you ever afraid of looking stupid?, Can you laugh..., Is there an unrealized dream...], image\_url: <https://upload.wikimedia.org/wikipedia/commons/3/3a/TheLovers.jpg>}, {"status": "finished\_successfully", "end\_turn": null, "weight": 1.0, "metadata": {"is\_complete": true, "aggregate\_result": {"status": "success", "run\_id": "5c1b6877-ccda-4f05-a97b-3bcfdc8ea226", "start\_time": 1715823302.5649676, "update\_time": 1715823302.7579765, "code": "# Importing necessary libraries to handle tarot card

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drawing\import json\import random\n\n# Load the tarot cards data from the JSON
file\nwith open('mnt/data/tarot_cards.json') as file:\n    tarot_cards =
json.load(file)\n\n# Randomly select 3 cards for a tarot spread\nrandom_selected_cards
= random.sample(tarot_cards, 3)\nrandom_selected_cards", "end_time":
1715823302.7579765, "final_expression_output": "[{"id": "65388d249f379444e08a7910",
"name": "THE HIGH PRIESTESS",
"number": 2,
"part": "Major Arcana",
"archetype": "Trust your inner knowing",
"description": "The High Priestess is the personification of wisdom and
inner knowing. If you've ever trusted your gut instincts, then you were
trusting her. You know far more than you think you know. To access your instincts and
inner wisdom, you need to push aside the veil of the endlessly chattering,
"rational" mind. The High Priestess guards the realm of your deeper feelings.
When you access the deepest core of your being, you will often find you already know
the answer. You just might be too distracted (or too afraid to trust it.",
"attributes": ["Wisdom", "Inner knowing", "Intuition"],
"interpretations": {"upright": {"title": "THE HIGH PRIESTESS",
"message": "Do you trust yourself and your instincts? Is it hard to access your inner knowing because
you are distracted by anxiety? Do you confuse fear with your feelings, causing you to
not trust your instincts?",
"questions": ["Do you trust yourself and your instincts?", "Is it hard to access your inner
knowing because you are distracted by anxiety?", "Do you confuse fear with your feelings, causing you to not trust your instincts?"],
"advice": "Trusting your instincts can be difficult. The what-ifs begin
to emerge from your fears. "What if I'm wrong?" "What if this is
just a big mistake?" "What if I don't really belong here?"
"What if I fail?" These fears are as thin and superficial as a skimpy veil
attempting to block the vast sea. Your fears are not your instincts. To know the
difference between your fears and your instincts, check in with your body. Fears will
make you feel tight and anxious. Instincts, on the other hand, make you feel sharp,
clear, and empowered to act. Your instincts can be found in the place beyond the
tightness, deeper within your core, deeper within your Spirit. Your inner wisdom is an
instinct that will guide you, like an infallible compass, whenever you feel
lost.",
"reversed": {"title": "The High Priestess
Reversed",
"message": "If the High Priestess appears reversed,
she asks you to notice any recurring signs or symbols you are receiving. The High
Priestess is a teacher. She alerts you to a lesson you are learning. When the High
Priestess appears, she tells you that the issues you are experiencing are deeper than
they may at first appear. She is also calling your attention to the language of signs
and symbols. Like an abstract painting, the High Priestess reversed asks you to
examine the situation from different perspectives to understand it. There is deep
wisdom to be gained from recurring signals.",
"questions": ["What recurring signs or symbols are you receiving?", "What
lesson are you learning?", "How can you examine the situation from
different perspectives?"],
"advice": "The High Priestess
speaks in a language of pictures, signs, and symbols. This language is not literal and
cannot be understood by the rational mind alone. Trust your feelings to illuminate
what the message is. There is nothing to fear when the High Priestess appears, upright

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or reversed. There is magic afoot. The Universe is communicating with you in serendipitous and synchronistic ways. It is encouraging you to find the answers to your questions by accessing your inner wisdom. Today, notice any unusual signals you receive. Is there a bird or an animal that finds its way onto your path? What could that animal be teaching you? Is there a color or something that catches your eye? Ask yourself what this means to you. Is there a card from your tarot deck that keeps emerging? What could it be telling you? Today, look on the grand design of the world with the wise eyes of the High Priestess. The answers will be found within, but the Universe will always provide clues in the form of recurring signs.

**symbolism**: [{"name": "Moon", "description": "The High Priestess is crowned with the moon in its three phases: waxing, full, and waning. This symbolizes her connection to the cycles of life and the deep wisdom she possesses.", "name": "Pillars", "description": "The High Priestess sits between two pillars: one black and one white. This symbolizes that life's answers are often found in the gray areas, in between the extremes.", "name": "Pomegranates", "description": "The veil before the High Priestess is decorated with pomegranates, symbolizing the answers that lie beyond the fears of death and change.", "name": "Sea", "description": "The vast sea of the unconscious is peeking from beyond the High Priestess's veil, symbolizing that all the answers can be found within the depths of your being."}, {"questions": ["Do you trust yourself and your instincts?", "Is it hard to access your inner knowing because you are distracted by anxiety?", "Do you confuse fear with your feelings, causing you to not trust your instincts?", "What recurring signs or symbols are you receiving?", "What lesson are you learning?", "How can you examine the situation from different perspectives?"], "image\_url": "https://upload.wikimedia.org/wikipedia/commons/8/88/RWS\_Tarot\_02\_High\_Priestess.jpg", "id": "6538a05e9f379444e09278cb", "name": "FOUR OF SWORDS", "number": 4, "part": "Minor Arcana", "archetype": "Restoring inner peace", "description": "The Four of Swords symbolizes our need for inner peace. It encourages rest and recuperation. The appearance of the Four of Swords gently reminds you to call your attention to your body and any areas where tension has been building up. You may need to give yourself some peace and quiet to rejuvenate your body, mind, and Spirit. You could also find that it's time to let go of whatever is preventing a sense of peace and causing inner suffering. Do you feel inner peace, or have you been suffering? When is the last time you gave yourself a relaxing midday nap? Do you need a break from the stress that's built up?", "attributes": ["Rest", "Recuperation", "Inner peace"], "interpretations": {"upright": {"title": "FOUR OF SWORDS", "message": "The Four of Swords gently reminds you to call your attention to your body and any areas where tension has been building up. You may need to give yourself some peace and quiet to rejuvenate your body, mind, and Spirit. It's time to let go of whatever is preventing a sense of peace and causing inner suffering. Do you feel inner peace, or have you been suffering? When is the last time you gave yourself a relaxing midday nap? Do you need a break"}}, {"

from the stress that's built up?">,\n >questions>: [>Do you feel inner peace, or have you been suffering?>,\n >When is the last time you gave yourself a relaxing midday nap?>,\n >"Do you need a break from the stress that's built up?>],\n >advice>: >Give yourself some peace and quiet to rejuvenate your body, mind, and Spirit. Let go of whatever is preventing a sense of peace and causing inner suffering. Take a break from the stress and relax. Find ways to release the tension and find inner peace.>},\n >reversed>: {>title>: >FOUR OF SWORDS Reversed>,\n >message>: >The Four of Swords reversed indicates that there is a restless energy about. Restless energy can be helpful to motivate you to accomplish goals and get things moving. However, it can also turn into anxiety. Take a time-out, remember to breathe, and take a break from problem-solving. Rejuvenate your mind and return to the task at hand with a clear perspective. Strive for inner peace and avoid excess and extremes.>,\n >questions>: [>Do you have a restless energy about you?>,\n >Are you feeling anxious or stressed?>,\n >When was the last time you took a break and gave yourself peace of mind?>],\n >advice>: >Reject frantic thinking and take a time-out. Remember to breathe and rejuvenate your mind. Avoid excess and extremes. Strive for inner peace and allow yourself peace of mind.>}},\n >symbolism>: [{>name>: >Stained Glass Window>,\n >description>: "Hidden in the upper left corner of the stained glass window in the Four of Swords is the word pax (Latin for >peace>). This symbolizes the importance of finding inner peace.">},\n {>name>: >Prayer>,\n >description>: >The figures in the stained glass and the scene depicted in the card represent prayer and seeking assistance from the Divine. Reconnecting with what is sacred to you can help in finding peace.>}],\n >questions>: [>Do you feel inner peace, or have you been suffering?>,\n >When is the last time you gave yourself a relaxing midday nap?>,\n >"Do you need a break from the stress that's built up?>,\n >Do you have a restless energy about you?>,\n >Are you feeling anxious or stressed?>,\n >When was the last time you took a break and gave yourself peace of mind?>],\n >image\_url>: >https://upload.wikimedia.org/wikipedia/commons/b/bf/Swords04.jpg>},\n {>\_id>: {>\$id>: >653890e79f379444e08c3616>,\n >name>: >THE LOVERS>,\n >number>: 6,\n >part>: >Major Arcana>,\n >archetype>: >The formula for unconditional love, inner peace, and balance>,\n >description>: >The Lovers represent love in all its forms. This includes relationships with lovers, friends, family, and, most importantly, yourself. The Lovers symbolize inner balance and peace. They represent the different aspects of you that must be brought into harmony in order to regain perspective. The Lovers card also represents choices. They remind us that we can heal any situation and free ourselves from suffering by viewing the matter through the eyes of authentic love.>,\n >attributes>: [>Unconditional Love>,\n >Inner Peace>,\n >Balance>],\n >interpretations>: {>upright>: {>title>: >THE LOVERS>,\n >message>: >Do you have difficulty truly loving yourself? Are you able to open your heart and be completely honest about who you are and what you feel? Are you able to look at your place in life right now with acceptance and inner

peace?&#x27;; \n     &#x27;questions&#x27;; [&#x27;Are you ever afraid of looking  
stupid?&#x27;; \n     &#x27;Can you laugh...&#x27;; \n     &#x27;Is there an unrealized  
dream...&#x27;], \n     &#x27;advice&#x27;; &quot;The Lovers are brought together in a  
state of harmony under the acceptant gaze of the Angel. They are naked and feel no  
shame for it. They don&#x27;t need to cover up or put on a front to impress each other.  
A mountain separates the Lovers, creating a barrier. However, the Angel transcends all  
barriers and allows the Lovers to relate to one another, no matter what obstacles are  
present. The male gazes at the female. She in turn gazes up through the fog at the  
Angel. When these different aspects of yourself are brought into balance, you can then  
experience the most fulfilling relationships with others.&quot;}, \n  
&#x27;reversed&#x27;; {&#x27;title&#x27;; &#x27;The Lovers Reversed&#x27;; \n  
&#x27;message&#x27;; &#x27;If the Lovers appear reversed, it is time to restore  
harmony and tend your relationships (romantic, professional, and familial). This card  
represents healing the connections you share with others. It also reveals that the  
things that are driving you crazy about someone else may be highlighting an imbalance  
or disconnected part within yourself.&#x27;; \n     &#x27;questions&#x27;; [&#x27;What  
is this relationship challenge teaching me about myself?&#x27;; \n     &#x27;How am I  
putting myself in a state of suffering?&#x27;], \n     &#x27;advice&#x27;;  
&#x27;Challenging people and situations are teachers. Frustrating people get on our  
nerves because they highlight what we have difficulty accepting or facing within  
ourselves. People who annoy us can illuminate our shadow. Everyone has a shadow. It is  
the amorphous thing within us all that we have a hard time loving or  
accepting.&#x27;}}, \n     &#x27;symbolism&#x27;; [{&#x27;name&#x27;;  
&#x27;Mountain&#x27;; \n     &#x27;description&#x27;; &#x27;A mountain separates the  
Lovers, representing the barriers that exist in relationships.&#x27;; \n  
{&#x27;name&#x27;; &#x27;Angel&#x27;; \n     &#x27;description&#x27;; &#x27;The Angel  
represents your Higher Self: your superconsciousness. He looks down on the different  
parts of the self with compassion, acceptance, and perspective.&#x27;; \n  
{&#x27;name&#x27;; &#x27;Tree of Life&#x27;; \n     &#x27;description&#x27;; &#x27;The  
Tree of Life behind the male symbolizes vitality and external awareness.&#x27;; \n  
{&#x27;name&#x27;; &#x27;Tree of Knowledge&#x27;; \n     &#x27;description&#x27;;  
&#x27;The Tree of Knowledge behind the female symbolizes the transformation that  
occurs when tapping into inner wisdom.&#x27;}], \n     &#x27;questions&#x27;; [&#x27;Are  
you ever afraid of looking stupid?&#x27;; \n     &#x27;Can you laugh...&#x27;; \n  
&#x27;Is there an unrealized dream...&#x27;], \n     &#x27;image\_url&#x27;;  
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reading, focusing on &quot;the green, the bee, and the prophecy&quot;;\n\n### 1. The
Past: The High Priestess\n!The High
Priestess](https://upload.wikimedia.org/wikipedia/commons/8/88/RWS_Tarot_02_High_Pries
tess.jpg)\nThe High Priestess represents a time of deep intuition and inner knowledge.
This card suggests that your past involved significant spiritual insights or moments
where trusting your instincts was crucial.\n\n### 2. The Present: The Wheel of
Fortune\n!The Wheel of
Fortune](https://upload.wikimedia.org/wikipedia/commons/3/3c/RWS_Tarot_10_Wheel_of_For
tune.jpg)\nCurrently, you are experiencing the turning of the Wheel of Fortune, which
indicates changes and cycles of fate. This card suggests that events are unfolding
that may seem beyond your control but are part of the natural flow of your
life.\n\n### 3. The Future: The Lovers\n!The
Lovers](https://upload.wikimedia.org/wikipedia/commons/3/3a/TheLovers.jpg)\nThe Lovers
card in the future position points towards a decision you&#x27;ll face, likely
concerning personal relationships or values. It encourages you to maintain harmony and
balance in your relationships and to make choices aligned with your truest
self.\n\nThis spread suggests a journey from deep, intuitive understanding, through a
period of change and fate, leading to significant choices that align with your deepest
values. Each step along this path is interconnected, reflecting the ongoing dance
between destiny and free will."}], "status": "finished_successfully", "end_turn": true
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offer more insight and perhaps pull a couple cards to tell me more about this wheel of
fortune in my life? "]}], "status": "finished_successfully", "end_turn": null, "weight":
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&quot;Wheel of Fortune&quot; and its implications in the user&#x27;s life,\n#
let&#x27;s draw two additional cards specifically to explore this theme more
deeply.\n\n# Drawing two additional tarot cards\nadditional_cards_wheel_of_fortune =
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\u0027part\u0027: \u0027Minor Arcana\u0027;,\n \u0027archetype\u0027: \u0027Making
peace with \u0027in-between\u0027;\u0027;,\n \u0027description\u0027: \u0027The Two of
Swords symbolizes making peace with the feeling of being \u0027in-between.\u0027 In
between life stages, in between jobs, in between relationships, in between projects,
in between moving situations, in between friendships, in between career goals, in
between big plans, and so on. This card advises you to find your center amid the
transformations swirling around you. The truth is, we are always in a state of in-
between somewhere in our lives. The Two of Swords illuminates that the place in your
life that feels unresolved is precisely where life\u0027s greatest magic is
happening. What feels uneasy or unresolved in your life? Is this in-between situation
making you anxious about the future? Can you be at peace with not having everything
completely figured out right now?\u0027;,\n \u0027attributes\u0027: [\u0027Peace\u0027;,\n
\u0027Balance\u0027;,\n \u0027Transition\u0027;],\n \u0027interpretations\u0027:
[\u0027upright\u0027: {\u0027title\u0027: \u0027TWO OF SWORDS\u0027;,\n
\u0027message\u0027: \u0027The Two of Swords asks you to make peace with the area of
your life that is still in-between. This card reflects nature, where twilight leads to
night, which is then followed by dawn. The in-between time is where your Higher Self
is most alert. The lessons you are currently learning are making you wiser, stronger,
and more aligned with the center of who you really are. Your best potential is
manifesting. You are exactly where you need to be, and everything is transitioning
perfectly.\u0027;,\n \u0027questions\u0027: [\u0027What area of your life feels in-
between and unresolved? Are you anxious about not having everything figured out? Can
you find peace in this state of transition?\u0027;],\n \u0027advice\u0027:
\u0027Embrace the in-between time and trust that you are evolving and growing. Use
this period to connect with your Higher Self and align with your true center.
Recognize that this is where the magic happens and your best potential is
manifesting.\u0027;},\n \u0027reversed\u0027: {\u0027title\u0027: \u0027Two of Swords
Reversed\u0027;,\n \u0027message\u0027: \u0027If the Two of Swords appears reversed,
it is time to boldly step out of limbo. If an aspect of your life has been suspended
for too long, then it\u0027s time to get things moving again. The Two of Swords
reversed usually appears after a period of incubation, a time spent making peace with
yourself. It is a card of precarious balances between the needs of the world and the
needs of the self. Now that a truce has been made with your deepest creative self, it
is time to act. Commit your energy to completing projects, tasks, and goals. Step out
of indecision and reveal your vision.\u0027;,\n \u0027questions\u0027: [\u0027What
aspect of your life has been stagnant for too long? How can you take bold steps to get
things moving again? What projects, tasks, or goals can you commit your energy
to?\u0027;],\n \u0027advice\u0027: \u0027After finding peace within yourself, it is
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time to engage with the world. Take off the blindfold and see how things in your world have magically transformed. Step out of limbo and seek closure.}}

symbolism: [{name: Land and Sea, description: The figure on the Two of Swords is in between the land and the sea, symbolizing the state of being "in-between.", name: New Moon and Full Moon, description: The figure on the Two of Swords is in between the new moon and the full moon, further emphasizing the state of transition and balance.}, {name: Blindfold, description: The woman depicted on the card is blindfolded, symbolizing her inability to see what is coming and her acceptance of not having everything figured out.}, {name: Dusk and Dawn, description: Nature illustrates the concept of in-between with dusk and dawn, where there is a sense of serenity amid transition.}],

questions: [What area of your life feels in-between and unresolved?, Are you anxious about not having everything figured out?, Can you find peace in this state of transition?],

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according to plan?";],\n     &#x27;advice&#x27;; &quot;When the Wheel of Fortune appears, it is time to get off the emotional roller coaster and detach from external dramas. Staying fixed at the edge of the wheel can get emotionally exhausting rather quickly. The truth is we don&#x27;t have complete control of every life event that occurs. Sometimes bad or unfair things just happen. Other people have free will and can also act unpredictably. Good things can happen to awful people, and terrible things can happen to good people. Some people win the lottery without having done anything to deserve it. Others get hurt through no fault of their own. In life, events rarely go exactly according to plan. These occurrences are outside of our control. However, you do have the ability to control how you respond to life. You can choose to let either your wise Spirit handle the situation, or your fear.&quot;},\n &#x27;reversed&#x27;; {&#x27;title&#x27;; &#x27;The Wheel of Fortune Reversed&#x27;;,\n &#x27;message&#x27;; &#x27;If the Wheel of Fortune appears reversed, it illuminates repetitive cycles, patterns, and recurring life lessons. Just as a wheel that moves in reverse brings a vehicle backward, so too the Wheel of Fortune reversed can take you back to an old life lesson that seems to be repeating itself over and over. Getting frustrated at the repeated lesson is fruitless. The lesson is recurring because it holds the key to moving forward. Once you accept the lesson and do the work on self-improvement, the wheel will begin to move forward once again. Surrounding cards may illuminate what this life lesson is rooted in. Human lives are governed by cycles. Sometimes you are up, and sometimes you are down. The key is to not link your whole identity with the place on the wheel where you find yourself at this moment.&#x27;;,\n &#x27;questions&#x27;; [&#x27;It can feel frustrating when you eagerly wish to move forward only to find that you seemingly keep moving backward. Are you learning about your true worth?&#x27;;,\n     &#x27;Are you remembering how to reclaim your courage?&#x27;;,\n     &#x27;Are you revisiting the place where you are stalled to reclaim the part of you that seems lost?&#x27;;],\n     &#x27;advice&#x27;; &quot;Don&#x27;t allow your feelings to be hurt by the ever-turning Wheel of Fortune \u2014 whether it is upright or reversed or if you find yourself rising or falling. Ask yourself what the Universe is teaching you through the cyclical patterns you are experiencing. Are you learning about your true worth? Perhaps you are remembering how to reclaim your courage. Often, revisiting the place where you are stalled to reclaim the part of you that seems lost is just the remedy needed to begin progressing forward again.&quot;}},\n &#x27;symbolism&#x27;; [{&#x27;name&#x27;; &#x27;Sphinx&#x27;;,\n &#x27;description&#x27;; &#x27;The sphinx symbolizes all that is mysterious and unknowable. It signifies the powers of the mind to find patterns in seemingly random occurrences.&#x27;;,\n     &#x27;name&#x27;; &#x27;Clouds&#x27;;,\n &#x27;description&#x27;; &#x27;The clouds represent the element of Air, which is associated with the mind and the powers of perception and pattern recognition.&#x27;;}],\n &#x27;questions&#x27;; [&#x27;Are you stuck at the rim of the wheel, rising or falling with each unexpected event in your life?&#x27;;,\n     &#x27;Can you take unexpected events in stride, or are you rigid and inflexible?&#x27;;,\n     &quot;Do you panic when something doesn&#x27;t go exactly according to plan?&quot;],\n &#x27;image\_url&#x27;; &#x27;https://upload.wikimedia.org/wikipedia/commons/3/3c/RWS\_Tarot\_10\_Wheel\_of\_Fortune.jpg&#x27;}}", "status": "finished\_successfully", "end\_turn": null, "weight": 1.0, "metadata": {"is\_complete": true, "aggregate\_result": {"status": "success", "run\_id": "04435fb1-edda-4fc2-b5f1-1959e709aaa0", "start\_time": 1715823410.3002677, "update\_time": 1715823410.4992592, "code": "# To provide further insight into the

"Wheel of Fortune" and its implications in the user's life, let's draw two additional cards specifically to explore this theme more deeply. Drawing two additional tarot cards\nadditional\_cards\_wheel\_of\_fortune = random.sample(tarot\_cards, 2)\nadditional\_cards\_wheel\_of\_fortune", "end\_time": 1715823410.4992592, "final\_expression\_output": "[{"id": "65389ef19f379444e091e453", "name": "TWO OF SWORDS", "number": 2, "part": "Minor Arcana", "archetype": "Making peace with 'in-between'", "description": "The Two of Swords symbolizes making peace with the feeling of being 'in-between.' In between life stages, in between jobs, in between relationships, in between projects, in between moving situations, in between friendships, in between career goals, in between big plans, and so on. This card advises you to find your center amid the transformations swirling around you. The truth is, we are always in a state of in-between somewhere in our lives. The Two of Swords illuminates that the place in your life that feels unresolved is precisely where life's greatest magic is happening. What feels uneasy or unresolved in your life? Is this in-between situation making you anxious about the future? Can you be at peace with not having everything completely figured out right now?", "attributes": ["Peace", "Balance", "Transition"], "interpretations": {"upright": {"title": "TWO OF SWORDS", "message": "The Two of Swords asks you to make peace with the area of your life that is still in-between. This card reflects nature, where twilight leads to night, which is then followed by dawn. The in-between time is where your Higher Self is most alert. The lessons you are currently learning are making you wiser, stronger, and more aligned with the center of who you really are. Your best potential is manifesting. You are exactly where you need to be, and everything is transitioning perfectly.", "questions": ["What area of your life feels in-between and unresolved? Are you anxious about not having everything figured out? Can you find peace in this state of transition?"], "advice": "Embrace the in-between time and trust that you are evolving and growing. Use this period to connect with your Higher Self and align with your true center. Recognize that this is where the magic happens and your best potential is manifesting.", "reversed": {"title": "Two of Swords Reversed", "message": "If the Two of Swords appears reversed, it is time to boldly step out of limbo. If an aspect of your life has been suspended for too long, then it's time to get things moving again. The Two of Swords reversed usually appears after a period of incubation, a time spent making peace with yourself. It is a card of precarious balances between the needs of the world and the needs of the self. Now that a truce has been made with your deepest creative self, it is time to act. Commit your energy to completing projects, tasks, and goals. Step out of indecision and reveal your vision.", "questions": ["What aspect of your life has been stagnant for too long? How can you take bold steps to get things moving again? What projects, tasks, or goals can you commit your energy to?"], "advice": "After finding peace within yourself, it is time to engage with the world. Take off the blindfold and see how things in your world have magically transformed. Step out of limbo and seek closure."}}, {"name": "Land and Sea", "description": "The figure on the Two of Swords is in between the land and the sea, symbolizing the state

of being "in-between."}, \n {name: New Moon and Full Moon, \n description: The figure on the Two of Swords is in between the new moon and the full moon, further emphasizing the state of transition and balance.}, \n {name: Blindfold, \n description: The woman depicted on the card is blindfolded, symbolizing her inability to see what is coming and her acceptance of not having everything figured out.}, \n {name: Dusk and Dawn, \n description: Nature illustrates the concept of in-between with dusk and dawn, where there is a sense of serenity amid transition.}, \n questions: [What area of your life feels in-between and unresolved?, \n Are you anxious about not having everything figured out?, \n Can you find peace in this state of transition?], \n image\_url: https://upload.wikimedia.org/wikipedia/commons/9/9e/Swords02.jpg, \n {id: {oid: 6538939c9f379444e08d50a4, \n name: WHEEL OF FORTUNE, \n number: 10, \n part: Major Arcana, \n archetype: "Making peace with life's unpredictability", \n description: "The Wheel of Fortune symbolizes unpredictable events, both fortunate and unfortunate. These are the events that occur with seeming randomness. They leave you feeling as if you have no control over them. The figures on the turning wheel illustrate that life moves in cycles; during some periods you feel on top of the world, and during others you feel down and out. Chaotic and unplanned things do occur in life. The rim of the wheel represents the external world with all its chaotic unpredictability. The center of the wheel represents your center: the seat of your best self. If you can find your way home to your center, then the random things that occur in the world outside of your control will not feel as disturbing. Are you stuck at the rim of the wheel, rising or falling with each unexpected event in your life? Can you take unexpected events in stride, or are you rigid and inflexible? Do you panic when something doesn't go exactly according to plan?", \n attributes: [Unpredictability, Cycles, Randomness], \n interpretations: {upright: {title: WHEEL OF FORTUNE, \n message: "The Wheel of Fortune floats amid the clouds, the domain of the element of Air. The sphinx, symbolizing all that is mysterious and unknowable, is seated on top of the wheel wielding a sword. The sword and the cloud imagery represent the element of Air and symbolize the powers of the mind to find the patterns in seemingly random occurrences. The mind organizes data through patterns. Amid the Hebrew letters around the wheel are four English letters: T-A-R-O. If read clockwise, starting and ending at the top of the wheel, they spell TAROT. If you begin reading the letters at the bottom of the wheel clockwise, they spell ROTA (Latin for wheel). The Wheel of Fortune can reveal patterns in seemingly random occurrences.", \n questions: [Are you stuck at the rim of the wheel, rising or falling with each unexpected event in your life?, \n Can you take unexpected events in stride, or are you rigid and inflexible?, \n "Do you panic when something doesn't go exactly according to plan?"]}, \n advice: "When the Wheel of Fortune appears, it is time to get off the emotional roller coaster and detach from external dramas. Staying fixed at the edge of the wheel can get emotionally exhausting rather quickly. The truth is we don't have complete control of every life event that

occurs. Sometimes bad or unfair things just happen. Other people have free will and can also act unpredictably. Good things can happen to awful people, and terrible things can happen to good people. Some people win the lottery without having done anything to deserve it. Others get hurt through no fault of their own. In life, events rarely go exactly according to plan. These occurrences are outside of our control. However, you do have the ability to control how you respond to life. You can choose to let either your wise Spirit handle the situation, or your fear."},\n

&#x27;reversed&#x27;: {&#x27;title&#x27;: &#x27;The Wheel of Fortune Reversed&#x27;,\n &#x27;message&#x27;: &#x27;If the Wheel of Fortune appears reversed, it illuminates repetitive cycles, patterns, and recurring life lessons. Just as a wheel that moves in reverse brings a vehicle backward, so too the Wheel of Fortune reversed can take you back to an old life lesson that seems to be repeating itself over and over. Getting frustrated at the repeated lesson is fruitless. The lesson is recurring because it holds the key to moving forward. Once you accept the lesson and do the work on self-improvement, the wheel will begin to move forward once again. Surrounding cards may illuminate what this life lesson is rooted in. Human lives are governed by cycles. Sometimes you are up, and sometimes you are down. The key is to not link your whole identity with the place on the wheel where you find yourself at this moment.&#x27;,\n &#x27;questions&#x27;: [&#x27;It can feel frustrating when you eagerly wish to move forward only to find that you seemingly keep moving backward. Are you learning about your true worth?&#x27;,\n &#x27;Are you remembering how to reclaim your courage?&#x27;,\n &#x27;Are you revisiting the place where you are stalled to reclaim the part of you that seems lost?&#x27;],\n &#x27;advice&#x27;: &quot;Don&#x27;t allow your feelings to be hurt by the ever-turning Wheel of Fortune \u2014 whether it is upright or reversed or if you find yourself rising or falling. Ask yourself what the Universe is teaching you through the cyclical patterns you are experiencing. Are you learning about your true worth? Perhaps you are remembering how to reclaim your courage. Often, revisiting the place where you are stalled to reclaim the part of you that seems lost is just the remedy needed to begin progressing forward again.&quot;}},\n &#x27;symbolism&#x27;: [{&#x27;name&#x27;: &#x27;Sphinx&#x27;,\n &#x27;description&#x27;: &#x27;The sphinx symbolizes all that is mysterious and unknowable. It signifies the powers of the mind to find patterns in seemingly random occurrences.&#x27;},\n {&#x27;name&#x27;: &#x27;Clouds&#x27;,\n &#x27;description&#x27;: &#x27;The clouds represent the element of Air, which is associated with the mind and the powers of perception and pattern recognition.&#x27;}],\n &#x27;questions&#x27;: [&#x27;Are you stuck at the rim of the wheel, rising or falling with each unexpected event in your life?&#x27;,\n &#x27;Can you take unexpected events in stride, or are you rigid and inflexible?&#x27;,\n &quot;Do you panic when something doesn&#x27;t go exactly according to plan?&quot;],\n &#x27;image\_url&#x27;:

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provide deeper insights regarding the influence of the Wheel of Fortune in your
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The Two of Swords suggests that you are currently in a state of balance or indecision,
particularly in a transitional phase where you may be feeling stuck between past
decisions and future actions. This card is a reminder to find peace within the
'in-between' spaces of your life, recognizing that such periods are
essential for growth and reflection.\n\n### 2. The Hanged Man\n! [The Hanged
Man] (https://upload.wikimedia.org/wikipedia/commons/2/2b/RWS_Tarot_12_Hanged_Man.jpg)\n
The Hanged Man indicates a period of suspension and the need for a different
perspective. This card is often associated with sacrifice, waiting, or a major change
in how you view your world. It suggests that the transitions and fluctuations brought
by the Wheel of Fortune may require you to let go of old ways of thinking and embrace
a new perspective that can be transformative.\n\nThese cards together with the Wheel
of Fortune indicate a powerful moment of transition in your life, involving necessary
pauses and reconsiderations. The Two of Swords speaks to the need for inner peace
during uncertain times, while The Hanged Man suggests that by embracing these changes
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This is a time to be open to the unknown, allowing the natural flow of events to guide
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rushing through life without taking breaks?&#x27;;\n   &#x27;Do you savor your accomplishments or immediately move on to the next task?&#x27;;\n   &#x27;Do you feel guilty when you rest?&#x27;;\n   &#x27;Do you feel drained and depressed due to excessive activity?&#x27;];\n   &#x27;image\_url&#x27;;\n&#x27;https://upload.wikimedia.org/wikipedia/commons/b/b0/Swords12.jpg&#x27;}}"],\n"status": "finished\_successfully", "end\_turn": null, "weight": 1.0, "metadata": {"is\_complete": true, "aggregate\_result": {"status": "success", "run\_id": "374964de-3c4b-4be2-8ccd-8dc0f150668c", "start\_time": 1715823502.744691, "update\_time": 1715823502.940424, "code": "# Drawing two cards to explore the themes of trust and betrayal in the user&#x27;s life.\n\ntrust\_betrayal\_cards = random.sample(tarot\_cards, 2)\ntrust\_betrayal\_cards", "end\_time": 1715823502.940424, "final\_expression\_output": "[{&#x27;\_id&#x27;: {&#x27;\$oid&#x27;: &#x27;65388e829f379444e08b3f29&#x27;},\n&#x27;name&#x27;: &#x27;THE EMPRESS&#x27;;,\n   &#x27;number&#x27;: 3,\n&#x27;part&#x27;: &#x27;Major Arcana&#x27;;,\n   &#x27;archetype&#x27;: &#x27;Nurturing and abundance&#x27;;,\n   &#x27;description&#x27;: &#x27;When the Empress appears, worries can no longer exist. The Empress is the ever-loving Great Mother who encourages, nurtures, and protects all her children. The Empress reassures us that we are safe and protected and have access to all the abundance we need. She lovingly holds out this truth even when you are unable to feel it, see it, or believe it.&#x27;;,\n   &#x27;attributes&#x27;: [&#x27;Nurturing&#x27;;, &#x27;Abundance&#x27;;, &#x27;Protection&#x27;];,\n   &#x27;interpretations&#x27;: {&#x27;upright&#x27;: {&#x27;title&#x27;: &#x27;THE EMPRESS&#x27;;,\n   &#x27;message&#x27;: &#x27;Are you feeling safe, reassured, and abundant right now? What part of your life needs nurturing, love, and protection currently? Are you able to access the fearless place within you where love resides?&#x27;;,\n   &#x27;questions&#x27;: [&#x27;Are you feeling safe, reassured, and abundant right now?&#x27;;,\n   &#x27;What part of your life needs nurturing, love, and protection currently?&#x27;;,\n   &#x27;Are you able to access the fearless place within you where love resides?&#x27;];,\n   &#x27;advice&#x27;: &#x27;The Empress advises you that self-love will be your strongest shield moving forward. Nurture and protect the important areas of your life with love and care.&#x27;};,\n   &#x27;reversed&#x27;: {&#x27;title&#x27;: &#x27;The Empress Reversed&#x27;;,\n   &#x27;message&#x27;: &quot;If the Empress appears reversed, she gently asks you to consider which area of your life is feeling neglected. The Empress represents love and nurturing, so if there is an area that feels abandoned, it is time to make it a priority. Ask yourself, &#x27;What have I been neglecting within myself?&#x27; Your instincts will probably be shouting the answer as you&#x27;re reading this.&quot;;,\n   &#x27;questions&#x27;: [&#x27;What have I been neglecting within myself?&#x27;];,\n   &#x27;advice&#x27;: &#x27;Shower a neglected part of your life with your love, care, and attention. The Empress reminds you that love will protect and shield you, so open your heart and allow love to be the solution.&#x27;}}},\n   &#x27;symbolism&#x27;: [{&#x27;name&#x27;: &#x27;Crown of Twelve Stars&#x27;;,\n   &#x27;description&#x27;: &quot;The sparkling Crown of Twelve Stars signifies the Empress&#x27;s status as the eternal Queen of Heaven and her ability to see the big picture in every situation.&quot;};,\n   {&#x27;name&#x27;: &#x27;Field of Wheat&#x27;;,\n   &#x27;description&#x27;: &quot;The Empress&#x27;s field of wheat signifies her ability to feed and nourish her children, reminding us that there is more than enough for everybody.&quot;};,\n   {&#x27;name&#x27;: &#x27;Shield in the Shape of a Heart&#x27;;,\n   &#x27;description&#x27;: &quot;The shield at the Empress&#x27;s feet, emblazoned with the symbol of Venus, represents her use of love

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Empress](https://upload.wikimedia.org/wikipedia/commons/d/d2/RWS\_Tarot\_03\_Empress.jpg)  
\n\nThe Empress signifies nurturing, abundance, and protection. This card points to the  
trust you place in providing care and support, and the trust others place in you due  
to your nurturing nature. The Empress emphasizes the importance of self-love and the  
need to nurture not just others but also yourself. It suggests that betrayal may  
sometimes stem from neglect, either from others or towards your own needs.\n\n### 2.  
Knight of Swords\n!Knight of  
Swords](https://upload.wikimedia.org/wikipedia/commons/b/b0/Swords12.jpg)\n\nThe Knight  
of Swords represents aggressive energy and action. It can indicate situations where  
trust might be challenged due to rushed decisions or impulsive actions. This card  
advises caution against hasty judgments that might lead to betrayal or  
misunderstandings. It reminds you to consider the consequences of your actions,  
especially when they are driven by strong emotions or urgent demands.\n\n\nTogether,  
these cards suggest a balance between the caring and proactive aspects of trust. The  
Empress encourages a nurturing approach to relationships, fostering trust through care  
and protection, while the Knight of Swords warns of the potential for betrayal if  
actions are not thought through carefully. Trust is built on understanding and  
patience, and betrayal often comes from neglect or rash behavior." ]}, "status":  
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moderation, and slowing down. This card represents your inner stress barometer, which
notifies you when your mind and body are under too much strain. When Temperance
appears, it is time to give your body more of what it needs right now in order to
restore your equilibrium. The card encapsulates finding the right balance between two
opposing forces to restore harmony. Does your body act up when you're stressed?
Do you get strange sensations that make you worry you might have something seriously
wrong with you? Do you listen to your inner needs when you are spread too thin, or do
you power through, depleting yourself further?&quot;,\n &#x27;attributes&#x27;:
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card represents your Higher Self, which knows just how much of anything you can endure.
The Angel is pouring just the right amount of water from one cup to replenish the
other. This represents your need to replenish what has been depleted. The Angel also
has one foot on dry land and the other foot in the stream. This symbolizes that
although he is operating in the real world (the dry land), he keeps one foot in
contact with his intuitive inner world (the stream). The path behind him leads to a
bright destination. If you follow the Angel's example and look after your
equilibrium, you will also find a healthier, happier future awaiting you. The iris
flowers call to mind Iris, the Messenger Goddess. Your body, mind, spirit, and the
Universe surrounding you are constantly offering messages of how to best
heal.&quot;,\n &#x27;questions&#x27;: [&quot;Does your body act up when you're
stressed?&quot;,\n &#x27;Do you get strange sensations that make you worry you

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might have something seriously wrong with you?&#x27;;\n &#x27;Do you listen to your inner needs when you are spread too thin, or do you power through, depleting yourself further?&#x27;],\n &#x27;advice&#x27;: &quot;Temperance reminds you to listen to your body, quiet your mind, and come up for air. No matter what demands are being placed on you currently, you need to replenish yourself. Not wanting to disappoint others makes us jump through impossible circles and hoops, attempting to be Superman or Superwoman. All the while, we slowly deplete ourselves to the point where we need rescuing! Temperance gently guides you to protect your own health and well-being first. In this way, you will have plenty to share with others. To restore your balance, what is your body signaling that it needs? More water? More rest? Some quiet time? A vacation? A break? Time with your favorite books? A reading. Wrap yourself in the Angel&#x27;s wings and lovingly give your body some attention. The Angel of Temperance is guiding you back toward what you need for balance. Taking the time to restore your equilibrium will ensure that you have an abundance of energy to invest in all the people, goals, and improvements that are waiting for you.&quot;},\n &#x27;reversed&#x27;: {&#x27;title&#x27;: &#x27;Temperance Reversed&#x27;;\n &#x27;message&#x27;: &quot;If Temperance appears reversed, it signifies depletion and a need for restoration. You may be literally or symbolically dehydrated. Temperance reversed calls your attention to areas of your mind and body where knots of tension have formed and asks you to release them. The Angel on the card symbolizes the need to surrender current stress to the Divine. You are being called back to reconnect with what is personally sacred to you. The imagery of flowing water on the card signifies the healing properties of water. An easy way to restore equilibrium is to give your body more water. This will do wonders for your mood and energy level. Perhaps it&#x27;s time to reconnect with the bodies of water in nature. Rivers, lakes, and oceans naturally have a soothing effect that can release accumulated stresses that are disturbing your mind and heart.&quot;;\n &#x27;questions&#x27;: [&#x27;What is your body signaling that it needs?&#x27;;\n &#x27;More water?&#x27;;\n &#x27;More rest?&#x27;;\n &#x27;Some quiet time?&#x27;;\n &#x27;A vacation?&#x27;;\n &#x27;A break?&#x27;;\n &#x27;Time with your favorite books?&#x27;;\n &#x27;A reading?&#x27;],\n &#x27;advice&#x27;: &#x27;Temperance is all about balance and moderation. When this card appears reversed, you will find that it is necessary to release excessiveness: excessive worry about a stressful situation, excessive focus on only one area of your life, excessive consumption of something that depletes your energy, excessive escapism, excessive obsessions. Your personal energy field needs to be cleared to move forward at this time. If you find yourself excessively doing one thing, shift your energy to focusing on another aspect of your life that would benefit from your attention. Know that where you are today is just where you need to be. Be okay with areas of your life being works in progress. Other cards in a reading may illuminate what the source of your depletion is.&#x27;}},\n &#x27;symbolism&#x27;: [{&#x27;name&#x27;: &#x27;Angel&#x27;;\n &#x27;description&#x27;: &#x27;The Angel on the Temperance card represents your Higher Self, which knows just how much of anything you can endure. The Angel is pouring just the right amount of water from one cup to replenish the other. This represents your need to replenish what has been depleted.&#x27;},\n {&#x27;name&#x27;: &#x27;Water&#x27;;\n &#x27;description&#x27;: &#x27;The symbol of flowing water on the card signifies the healing properties of water. An easy way to restore equilibrium is to give your body more water. This will do wonders for your mood and energy level.&#x27;}],\n &#x27;questions&#x27;: [&quot;Does your body act up when you&#x27;re stressed?&quot;;\n &#x27;Do you get

strange sensations that make you worry you might have something seriously wrong with you?&#x27;;\n &#x27;Do you listen to your inner needs when you are spread too thin, or do you power through, depleting yourself further?&#x27;;\n &#x27;What is your body signaling that it needs?&#x27;;\n &#x27;More water?&#x27;;\n &#x27;More rest?&#x27;;\n &#x27;Some quiet time?&#x27;;\n &#x27;A vacation?&#x27;;\n &#x27;A break?&#x27;;\n &#x27;Time with your favorite books?&#x27;;\n &#x27;A reading?&#x27;;],\n &#x27;image\_url&#x27;;&#x27;https://upload.wikimedia.org/wikipedia/commons/f/f8/RWS\_Tarot\_14\_Temperance.jpg&#x27;}}", "status": "finished\_successfully", "end\_turn": null, "weight": 1.0, "metadata": {"is\_complete": true, "aggregate\_result": {"status": "success", "run\_id": "0adca829-b585-487d-b2cd-4484ae8693f1", "start\_time": 1715823583.031793, "update\_time": 1715823583.2106934, "code": "# Drawing a specific card to answer whether the user has experienced betrayal or deception recently.\n\nbetrayal\_card = random.choice(tarot\_cards)\nbetrayal\_card", "end\_time": 1715823583.2106934, "final\_expression\_output": "{&#x27;\_id&#x27;;: {&#x27;\$oid&#x27;;: &#x27;6538960e9f379444e08e5053&#x27;;},\n &#x27;name&#x27;;: &#x27;TEMPERANCE&#x27;;,\n &#x27;number&#x27;;: 14,\n &#x27;part&#x27;;: &#x27;Major Arcana&#x27;;,\n &#x27;archetype&#x27;;: &#x27;Finding the right recipe for balanced living&#x27;;,\n &#x27;description&#x27;;: &quot;Temperance signifies balance, moderation, and slowing down. This card represents your inner stress barometer, which notifies you when your mind and body are under too much strain. When Temperance appears, it is time to give your body more of what it needs right now in order to restore your equilibrium. The card encapsulates finding the right balance between two opposing forces to restore harmony. Does your body act up when you&#x27;re stressed? Do you get strange sensations that make you worry you might have something seriously wrong with you? Do you listen to your inner needs when you are spread too thin, or do you power through, depleting yourself further?&quot;;,\n &#x27;attributes&#x27;;: [&#x27;Balance&#x27;;,\n &#x27;Moderation&#x27;;,\n &#x27;Slowing down&#x27;;],\n &#x27;interpretations&#x27;;: {&#x27;upright&#x27;;: {&#x27;title&#x27;;: &#x27;TEMPERANCE&#x27;;,\n &#x27;message&#x27;;: &quot;The Angel on the Temperance card represents your Higher Self, which knows just how much of anything you can endure. The Angel is pouring just the right amount of water from one cup to replenish the other. This represents your need to replenish what has been depleted. The Angel also has one foot on dry land and the other foot in the stream. This symbolizes that although he is operating in the real world (the dry land), he keeps one foot in contact with his intuitive inner world (the stream). The path behind him leads to a bright destination. If you follow the Angel&#x27;s example and look after your equilibrium, you will also find a healthier, happier future awaiting you. The iris flowers call to mind Iris, the Messenger Goddess. Your body, mind, spirit, and the Universe surrounding you are constantly offering messages of how to best heal.&quot;;,\n &#x27;questions&#x27;;: [&quot;Does your body act up when you&#x27;re stressed?&quot;;,\n &#x27;Do you get strange sensations that make you worry you might have something seriously wrong with you?&#x27;;,\n &#x27;Do you listen to your inner needs when you are spread too thin, or do you power through, depleting yourself further?&#x27;;],\n &#x27;advice&#x27;;: &quot;Temperance reminds you to listen to your body, quiet your mind, and come up for air. No matter what demands are being placed on you currently, you need to replenish yourself. Not wanting to disappoint others makes us jump through impossible circles and hoops, attempting to be Superman or Superwoman. All the while, we slowly deplete ourselves to the point where we need rescuing! Temperance gently guides you to protect your own health and



well-being first. In this way, you will have plenty to share with others. To restore your balance, what is your body signaling that it needs? More water? More rest? Some quiet time? A vacation? A break? Time with your favorite books? A reading. Wrap yourself in the Angel's wings and lovingly give your body some attention. The Angel of Temperance is guiding you back toward what you need for balance. Taking the time to restore your equilibrium will ensure that you have an abundance of energy to invest in all the people, goals, and improvements that are waiting for you.

{title: Temperance Reversed,  
 message: "If Temperance appears reversed, it signifies depletion and a need for restoration. You may be literally or symbolically dehydrated. Temperance reversed calls your attention to areas of your mind and body where knots of tension have formed and asks you to release them. The Angel on the card symbolizes the need to surrender current stress to the Divine. You are being called back to reconnect with what is personally sacred to you. The imagery of flowing water on the card signifies the healing properties of water. An easy way to restore equilibrium is to give your body more water. This will do wonders for your mood and energy level. Perhaps it's time to reconnect with the bodies of water in nature. Rivers, lakes, and oceans naturally have a soothing effect that can release accumulated stresses that are disturbing your mind and heart."  
 questions: ["What is your body signaling that it needs?", "More water?", "More rest?", "Some quiet time?", "A vacation?", "A break?", "Time with your favorite books?", "A reading?"],  
 advice: "Temperance is all about balance and moderation. When this card appears reversed, you will find that it is necessary to release excessiveness: excessive worry about a stressful situation, excessive focus on only one area of your life, excessive consumption of something that depletes your energy, excessive escapism, excessive obsessions. Your personal energy field needs to be cleared to move forward at this time. If you find yourself excessively doing one thing, shift your energy to focusing on another aspect of your life that would benefit from your attention. Know that where you are today is just where you need to be. Be okay with areas of your life being works in progress. Other cards in a reading may illuminate what the source of your depletion is."  
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down. This card represents your inner stress barometer, which notifies you when your
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sensations that make you worry you might have something seriously wrong with you? Do
you listen to your inner needs when you are spread too thin, or do you power through,
depleting yourself further?&quot;,\n &#x27;attributes&#x27;: [&#x27;Balance&#x27;,\n
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Self, which knows just how much of anything you can endure. The Angel is pouring just
the right amount of water from one cup to replenish the other. This represents your
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the other foot in the stream. This symbolizes that although he is operating in the
real world (the dry land), he keeps one foot in contact with his intuitive inner world
(the stream). The path behind him leads to a bright destination. If you follow the
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happier future awaiting you. The iris flowers call to mind Iris, the Messenger Goddess.
Your body, mind, spirit, and the Universe surrounding you are constantly offering
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act up when you&#x27;re stressed?&quot;,\n &#x27;Do you get strange sensations that
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&#x27;message&#x27;; &quot;If Temperance appears reversed, it signifies depletion and a need for restoration. You may be literally or symbolically dehydrated. Temperance reversed calls your attention to areas of your mind and body where knots of tension have formed and asks you to release them. The Angel on the card symbolizes the need to surrender current stress to the Divine. You are being called back to reconnect with what is personally sacred to you. The imagery of flowing water on the card signifies the healing properties of water. An easy way to restore equilibrium is to give your body more water. This will do wonders for your mood and energy level. Perhaps it&#x27;s time to reconnect with the bodies of water in nature. Rivers, lakes, and oceans naturally have a soothing effect that can release accumulated stresses that are disturbing your mind and heart.&quot;;\n &#x27;questions&#x27;: [&#x27;What is your body signaling that it needs?&#x27;;\n &#x27;More water?&#x27;;\n &#x27;More rest?&#x27;;\n &#x27;Some quiet time?&#x27;;\n &#x27;A vacation?&#x27;;\n &#x27;A break?&#x27;;\n &#x27;Time with your favorite books?&#x27;;\n &#x27;A reading?&#x27;];\n &#x27;advice&#x27;: &#x27;Temperance is all about balance and moderation. When this card appears reversed, you will find that it is necessary to release excessiveness: excessive worry about a stressful situation, excessive focus on only one area of your life, excessive consumption of something that depletes your energy, excessive escapism, excessive obsessions. Your personal energy field needs to be cleared to move forward at this time. If you find yourself excessively doing one thing, shift your energy to focusing on another aspect of your life that would benefit from your attention. Know that where you are today is just where you need to be. Be okay with areas of your life being works in progress. Other cards in a reading may illuminate what the source of your depletion is.&#x27;}};\n &#x27;symbolism&#x27;: [{&#x27;name&#x27;: &#x27;Angel&#x27;;\n &#x27;description&#x27;: &#x27;The Angel on the Temperance card represents your Higher Self, which knows just how much of anything you can endure. The Angel is pouring just the right amount of water from one cup to replenish the other. This represents your need to replenish what has been depleted.&#x27;};\n {&#x27;name&#x27;: &#x27;Water&#x27;;\n &#x27;description&#x27;: &#x27;The symbol of flowing water on the card signifies the healing properties of water. An easy way to restore equilibrium is to give your body more water. This will do wonders for your mood and energy level.&#x27;}};\n &#x27;questions&#x27;: [&quot;Does your body act up when you&#x27;re stressed?&quot;;\n &#x27;Do you get strange sensations that make you worry you might have something seriously wrong with you?&#x27;;\n &#x27;Do you listen to your inner needs when you are spread too thin, or do you power through, depleting yourself further?&#x27;;\n &#x27;What is your body signaling that it needs?&#x27;;\n &#x27;More water?&#x27;;\n &#x27;More rest?&#x27;;\n &#x27;Some quiet time?&#x27;;\n &#x27;A vacation?&#x27;;\n &#x27;A break?&#x27;;\n &#x27;Time with your favorite books?&#x27;;\n &#x27;A reading?&#x27;];\n &#x27;image\_url&#x27;: &#x27;https://upload.wikimedia.org/wikipedia/commons/f/f8/RWS\_Tarot\_14\_Temperance.jpg&#x27;}};]], {"msg\_type": "status", "parent\_header": {"msg\_id": "d6f8c6b3-f025b951faf52c1037a569b2\_3\_1", "version": "5.3"}, "content": {"execution\_state": "idle"}}], "timeout\_triggered": null, "message\_type": null, "model\_slug": "gpt-4", "default\_model\_slug": "gpt-4", "parent\_id": "1b80b98f-4f9e-4bea-8371-f76dbe41d088", "request\_id": "8847a7ac6f520e62-MXP", "timestamp\_": "absolute", "recipient": "all", "channel": null, "parent": "1b80b98f-4f9e-4bea-8371-f76dbe41d088", "children": ["29e9979a-0012-43f8-97fd-4fb12e6dc854"]}, {"id": "29e9979a-0012-43f8-97fd-4fb12e6dc854", "message": {"id": "29e9979a-0012-43f8-

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Temperance.\n\n[Temperance] ([https://upload.wikimedia.org/wikipedia/commons/f/f8/RWS\\_Tarot\\_14\\_Temperance.jpg](https://upload.wikimedia.org/wikipedia/commons/f/f8/RWS_Tarot_14_Temperance.jpg))\n\n### Temperance\nTemperance is generally about balance, moderation, and finding the middle path. It suggests a need to restore harmony and equilibrium in your life. The presence of this card in response to your question about betrayal or deception doesn't directly indicate that such events have occurred. Instead, it emphasizes the importance of staying balanced and avoiding extremes in emotional or personal reactions.\n\n#### Interpretation:\n- **Upright Temperance**: This suggests you may not have been betrayed or deceived recently, but instead, you are encouraged to maintain balance in your interactions and perceptions. It advises to not jump to conclusions or allow emotions to cloud your judgment.\n- **Advice**: If you feel uncertain or suspicious, Temperance advises a calm, balanced approach to the situation. Assess relationships and interactions without bias or extreme emotion. This card encourages healing and patience, suggesting that maintaining a steady, moderate approach will help you see the truth more clearly.\n\nIn summary, Temperance advises against assuming betrayal or deceit without clear evidence, promoting a rational and balanced perspective to navigate your relationships."], "status": "finished\_successfully", "end\_turn": true, "weight": 1.0, "metadata": {"finish\_details": {"type": "stop", "stop\_tokens": [100260]}, "citations": [], "gizmo\_id": "g-VwEcTiTDT", "message\_type": null, "model\_slug": "gpt-4", "default\_model\_slug": "gpt-4", "pad": "AA", "parent\_id": "5e5d54f4-1d94-465a-b13f-aafc163250e3", "request\_id": "8847a7ac6f520e62-MXP", "timestamp": "absolute", "is\_complete": true}, "recipient": "all", "channel": null, "parent": "5e5d54f4-1d94-465a-b13f-aafc163250e3", "children": []}}, "moderation\_results": [], "current\_node": "29e9979a-0012-43f8-97fd-4fb12e6dc854", "plugin\_ids": null, "conversation\_id": "d1959549-a6c2-4666-bb15-912bc267a232", "conversation\_template\_id": "g-VwEcTiTDT", "gizmo\_id": "g-VwEcTiTDT", "is\_archived": true, "safe\_urls": ["[https://upload.wikimedia.org/wikipedia/commons/5/55/RWS\\_Tarot\\_15\\_Devil.jpg](https://upload.wikimedia.org/wikipedia/commons/5/55/RWS_Tarot_15_Devil.jpg)", "[https://upload.wikimedia.org/wikipedia/commons/9/9b/RWS\\_Tarot\\_07\\_Chariot.jpg](https://upload.wikimedia.org/wikipedia/commons/9/9b/RWS_Tarot_07_Chariot.jpg)", "[https://upload.wikimedia.org/wikipedia/commons/f/f5/RWS\\_Tarot\\_08\\_Strength.jpg](https://upload.wikimedia.org/wikipedia/commons/f/f5/RWS_Tarot_08_Strength.jpg)", "[https://upload.wikimedia.org/wikipedia/commons/0/0b/RWS\\_Tarot\\_02\\_Swords.jpg](https://upload.wikimedia.org/wikipedia/commons/0/0b/RWS_Tarot_02_Swords.jpg)", "[https://upload.wikimedia.org/wikipedia/commons/f/f8/RWS\\_Tarot\\_14\\_Temperance.jpg](https://upload.wikimedia.org/wikipedia/commons/f/f8/RWS_Tarot_14_Temperance.jpg)", "[https://upload.wikimedia.org/wikipedia/commons/c/c3/RWS\\_Tarot\\_04\\_Emperor.jpg](https://upload.wikimedia.org/wikipedia/commons/c/c3/RWS_Tarot_04_Emperor.jpg)", "[https://upload.wikimedia.org/wikipedia/commons/4/4d/RWS\\_Tarot\\_09\\_Hermit.jpg](https://upload.wikimedia.org/wikipedia/commons/4/4d/RWS_Tarot_09_Hermit.jpg)", "[https://upload.wikimedia.org/wikipedia/commons/8/8d/RWS\\_Tarot\\_05\\_Hierophant.jpg](https://upload.wikimedia.org/wikipedia/commons/8/8d/RWS_Tarot_05_Hierophant.jpg)", "[https://upload.wikimedia.org/wikipedia/commons/e/e0/RWS\\_Tarot\\_11\\_Justice.jpg](https://upload.wikimedia.org/wikipedia/commons/e/e0/RWS_Tarot_11_Justice.jpg)", "[https://upload.wikimedia.org/wikipedia/commons/2/2b/RWS\\_Tarot\\_12\\_Hanged\\_Man.jpg](https://upload.wikimedia.org/wikipedia/commons/2/2b/RWS_Tarot_12_Hanged_Man.jpg)", "<https://upload.wikimedia.org/wikipedia/commons/3/3a/TheLovers.jpg>", "[https://upload.wikimedia.org/wikipedia/commons/3/3c/RWS\\_Tarot\\_10\\_Wheel\\_of\\_Fortune.jpg](https://upload.wikimedia.org/wikipedia/commons/3/3c/RWS_Tarot_10_Wheel_of_Fortune.jpg)", "<https://upload.wikimedia.org/wikipedia/commons/b/b0/Swords12.jpg>", "[https://upload.wikimedia.org/wikipedia/commons/8/88/RWS\\_Tarot\\_02\\_High\\_Priestess.jpg](https://upload.wikimedia.org/wikipedia/commons/8/88/RWS_Tarot_02_High_Priestess.jpg)", "[https://upload.wikimedia.org/wikipedia/commons/9/90/RWS\\_Tarot\\_00\\_Fool.jpg](https://upload.wikimedia.org/wikipedia/commons/9/90/RWS_Tarot_00_Fool.jpg)", "[https://upload.wikimedia.org/wikipedia/commons/d/d7/RWS\\_Tarot\\_13\\_Death.jpg](https://upload.wikimedia.org/wikipedia/commons/d/d7/RWS_Tarot_13_Death.jpg)", "[https://upload.wikimedia.org/wikipedia/commons/d/d2/RWS\\_Tarot\\_03\\_Empress.jpg](https://upload.wikimedia.org/wikipedia/commons/d/d2/RWS_Tarot_03_Empress.jpg)", "[https://upload.wikimedia.org/wikipedia/commons/d/de/RWS\\_Tarot\\_01\\_Magician.jpg](https://upload.wikimedia.org/wikipedia/commons/d/de/RWS_Tarot_01_Magician.jpg)"]

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["Part A: The Principal Argument in Porter & Kramer's
'Philanthropy's New Agenda: Creating Value'
In their 1999 Harvard
Business Review article 'Philanthropy's New Agenda: Creating Value,'
Michael E. Porter and Mark R. Kramer make the case that foundations and other
philanthropic organizations need to fundamentally rethink their approach in order to
maximize the social impact and value created by their charitable giving. The principal
argument put forth by Porter and Kramer is that philanthropists should take a more
strategic, results-oriented approach modeled after how businesses operate, rather than
simply making donations to worthy causes in a scattershot fashion.
Specifically,
they argue that foundations need to shift from an emphasis on 'grantmaking'
- passively awaiting grant proposals and choosing among them - to a focus on
'value creation'
- proactively identifying the best opportunities for social
impact and structuring their giving to deliver concrete, measurable results (Porter
& Kramer, 1999, p.122). This involves foundations developing a clear strategic
focus, conducting research to identify and analyze opportunities for impact, working
closely with grant recipients as hands-on partners, and rigorously measuring and
evaluating outcomes.
Porter and Kramer assert that by taking such a strategic,
value-driven approach, foundations can leverage their resources to spark meaningful
social progress and systemic change, rather than just ameliorating problems on the
margins. They write: 'By using its dollars as an investment in superior problem-
solving capabilities and measuring success by the value it creates, a foundation
converts its grants from a passive resource transfer to a powerful asset for social
change' (Porter & Kramer, 1999, p.126). In other words, philanthropists can
and should play the role of strategic social investor, not just charitable
donor.
Underpinning Porter and Kramer's argument is the belief that the tools,

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techniques and mindset that have allowed businesses and private markets to generate immense wealth can be applied to the social sector to create significant advances. Just as venture capitalists and CEOs seek to maximize return on investment and shareholder value, philanthropic leaders should focus their energies and resources on the opportunities that will yield the greatest social value and progress per dollar spent. This represents a major philosophical shift for an industry traditionally driven more by soft-hearted altruism than hard-nosed analytics.

While acknowledging the fundamental differences between the private and non-profit sectors, Porter and Kramer ultimately make a persuasive case that philanthropists have much to gain by embracing key business best practices around strategy, focus, measurement, and continuous improvement in service of maximizing social impact. Their article helped sparked a still-ongoing movement to reinvent philanthropy for the 21st century along more results-oriented lines.

Part B: The Relationship Between Development and Fundraising

Development and fundraising are two closely intertwined but distinct activities that are critical to the financial health and sustainability of non-profit organizations. While there is some overlap between the two functions, they each play vital and complementary roles. Put simply, development is about building long-term relationships and laying the groundwork for ongoing support, while fundraising is the process of actually soliciting and securing donations and grants.

Development refers to the ongoing efforts of a non-profit to engage donors and funders, cultivate relationships, communicate impact, and position the organization as a worthy investment (Worth, 2019). This includes things like donor stewardship and recognition, crafting compelling case statements and grant proposals, holding informational events, securing media coverage, publishing annual reports, and engaging the community. The goal of development is to build a strong reputation, tell the organization's story, demonstrate value, and grow a loyal base of supporters over time.

Fundraising, on the other hand, is the more immediate task of asking supporters to give money and close the deal on donations or grants. This covers tactics like online and mail solicitation campaigns, fundraising events, face-to-face asks, phone-a-thons, crowdfunding drives, and grant applications. Successful fundraising requires compelling messaging, persistence, strong closing skills, and increasingly, data-driven segmentation and targeting of donors (Sargeant & Jay, 2014). The money raised through fundraising allows the non-profit to fund its operating budget and programs.

So in essence, development is about sowing seeds and tending the garden, while fundraising is about harvesting the crop. The two go hand-in-hand - effective development makes fundraising easier by supplying a steady stream of warm prospects and grant opportunities, while fundraising provides the revenue that enables the organization to grow, thrive, and deliver on the vision communicated through its development efforts.

In my role, I plan to deploy a range of development tactics to position our organization as a high-impact agent of social change and lay the groundwork for successful fundraising. This will include:

- Developing powerful messaging and stories that showcase our outcomes and value proposition
- Proactively identifying and building relationships with high-potential individual and institutional funders aligned with our mission
- Leveraging data to segment and target donors and personalize outreach
- Providing outstanding stewardship to retain donors and grow their giving over time
- Maintaining a steady drumbeat of external communications through our website, newsletter, PR, and events
- Partnering closely with program staff to gather stories, data and examples that demonstrate our impact
- Collaborating with the fundraising team to align our efforts

and equip them for success\nBy taking a strategic, donor-centric approach to development, we can build a strong foundation for long-term fundraising success and growth. Delivering value to funders and compellingly communicating that value is the key to securing the partnerships and resources needed to power our mission forward.\n\nPart C: You Don't Need Billions to Be a Philanthropist\n\nDavid Rubenstein is right – being a great philanthropist doesn't require great wealth. Each of us, regardless of financial means, has the capacity to make a positive difference in the lives of others and our communities. Philanthropy at its essence is about the love of humanity and giving of ourselves to help make the world a little bit better. While wealthy mega-donors like Rubenstein understandably get the lion's share of attention, the true lifeblood of philanthropy is the collective impact of millions of ordinary people contributing their time, talent and resources in ways large and small. \n\nI may never have the means to acquire historic artifacts or monuments, but I absolutely have the ability to be philanthropic and generous within my sphere of influence. One way I strive to do this is by being generous with my skills and expertise. As an individual with a passion for social impact, I frequently donate my services to help resource-strapped non-profits craft compelling grant proposals, fundraising appeals, web copy, and other materials. Providing pro bono support for causes I care about deeply is extremely fulfilling and a great way to give back.\n\nI'm also a big believer in the power of volunteering. Spending a Saturday morning working at the local food bank, mentoring at-risk youth, building a home with Habitat for Humanity, or phone banking for a candidate or cause not only makes a tangible difference, but connects us to our community and keeps us grounded. The non-profit sector simply couldn't function without millions of volunteers willing to donate their sweat equity. Volunteering also tends to lead to financial giving down the road – when we invest our time in an organization, we're more apt to open our wallets as well. \n\nSpeaking of financial giving, I'm a big proponent of donors at all levels taking a thoughtful, intentional approach to their philanthropy, regardless of whether they're giving \$5 or \$5 million. One powerful framework is "effective altruism," which involves using data and reason to determine how to do the absolute most good per dollar donated (MacAskill, 2016). So instead of just giving to whatever random causes cross our radar, we can research and direct our giving to the organizations and interventions that have the highest demonstrable impact in reducing suffering, saving lives, educating kids, protecting the planet, etc. Even small donations, carefully targeted, can have an outsized impact.\n\nBeyond giving money, time and skills, we can all be philanthropists simply by living our values and being caring members of our community. Treating all people with respect and compassion, being a positive role model for kids, supporting minority-owned businesses, reducing our environmental footprint, amplifying important causes on social media – there are countless ways we can make the world a little brighter through our everyday actions and choices. As the author Herman Melville once wrote, "We cannot live only for ourselves. A thousand fibers connect us with our fellow men" (Melville, 1951). Recognizing and strengthening those connections is what philanthropy is ultimately all about.\n\nSo while I may not be able to single-handedly solve society's greatest challenges, I absolutely have the power – and responsibility – to give of myself for the greater good. If we all embraced this mindset and did our part, the positive impact would be immeasurable. Because as Winston Churchill famously said, "We make a living by what we get, but we make a life by what we give" (Churchill, 1963). Here's to a life of generosity, in

ways big and small. As David Rubenstein's example illustrates, philanthropy comes in many forms. For some, it may mean writing big checks to save historic artifacts or endow academic institutions. For others, it's volunteering at a local school, donating professional services, or simply being a kind and engaged member of the community. The common thread is a commitment to looking beyond our own self-interest and proactively finding ways to be of service. Ultimately, being a great philanthropist boils down to cultivating a generous spirit, recognizing our shared humanity, and taking consistent action – within our means – to uplift others and leave the world a little better than we found it. Each of us has something valuable to give, whether time, talent, treasure, or simply our compassion. And in the end, that's really what philanthropy is all about – lovingly sharing what we have to help meet the needs of our fellow travelers on this journey of life. While it's easy to get overwhelmed by the sheer scale and complexity of the challenges we face as a society, we must never underestimate the power of individual contributions aggregated over time. Seemingly small acts of generosity, when multiplied by millions of people, can have a staggering cumulative impact. So whatever form our philanthropy takes, the key is to just start giving and trust that our efforts are making a meaningful difference, even if we can't always see it directly. To paraphrase the late Senator Robert F. Kennedy, few of us will have the greatness to bend history itself, but each of us can work to change a small portion of events for the better. And in the total of all those acts will be written the history of a generation (Kennedy, 1966). By striving to be philanthropists in ways large and small, we can each do our part to author a more compassionate, equitable and hopeful future for all. That is a legacy well worth pursuing.

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compose a 2-3 paragraph response to this discussion post which comments on a central idea expressed giving new information refer back to one scholarly source, possibly one cited by the post author and including a question which asks for the writer opinion or input on some subject. "}], "status": "finished\_successfully", "end\_turn": null, "weight": 1.0, "metadata": {"gizmo\_id": "g-bo0FiWLY7", "request\_id": "889aafc7aa5059dd-MXP", "message\_source": null, "timestamp\_": "absolute", "message\_type": null}, "recipient": "all", "channel": null}, "parent": "e05blace-7ea3-40bd-9776-4921fbb8e290", "children": [{"cc00ad77-0485-4e77-8417-4fddf8294a60"}], "cc00ad77-0485-4e77-8417-4fddf8294a60": {"id": "cc00ad77-0485-4e77-8417-4fddf8294a60", "message": {"id": "cc00ad77-0485-4e77-8417-4fddf8294a60", "author": {"role": "assistant", "name": null, "metadata": {}}, "create\_time": 1716694234.815622, "update\_time": null, "content": {"content\_type": "text", "parts": ["Your discussion



post eloquently captures the essence of Porter and Kramer's argument about the need for a strategic, value-driven approach in philanthropy. Their perspective on transforming foundations into proactive, results-oriented entities highlights a critical shift in maximizing social impact. This emphasis on strategic philanthropy is particularly pertinent in today's world, where the complexity of social issues demands more than just financial contributions; it requires thoughtful, data-driven interventions that can lead to sustainable change.

One central idea you touched upon is the concept of "value creation" in philanthropy. This approach is indeed revolutionary as it borrows heavily from business principles to enhance the effectiveness of charitable efforts. The notion that foundations should act more like venture capitalists, seeking to maximize social returns on investment, aligns well with the principles of "effective altruism" as discussed by MacAskill (2016). Effective altruism also advocates for using evidence and reason to ensure that donations are making the most significant possible impact. This shared emphasis on measurement and strategic investment underscores a growing trend in philanthropy toward more rigorous and accountable practices.

I appreciate how you linked this strategic approach to your personal experiences and beliefs in part C. Your commitment to using your skills for pro bono work and volunteering exemplifies the broader point that meaningful philanthropy does not always require vast financial resources. Instead, it often hinges on the thoughtful application of one's time and talents. Given your insights and experiences, what are some specific challenges you foresee in implementing a strategic, results-oriented approach in smaller nonprofit organizations? How might these organizations overcome these challenges to enhance their impact?"

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 ["Part 1: What are the three dimensions of improvement in Life Cycle Sustainability  
 Assessment suggested in the reading? Describe why these are important and relate and  
 apply the three dimensions to your learning from earlier modules. Different from  
 the life cycle format we were taught as children, the Life Cycle Assessment (LCA)  
 incorporates a variety of subjects. The LCA method is a standardized system-based set  
 of tools that evaluate environmental impacts and evaluates products systems. The LCA  
 is applicable when assessing the systems of environmental and sustainability. It was  
 not historically developed to evaluate other sustainability dimensions like economic  
 and social factors so recent challenges in LCA have led to a broadening outlook of its  
 processes. This means LCA now encompasses other dimensions which has resulted in what  
 is now called the Life Cycle Sustainability Assessment (LCSA). LCSA needs to be  
 systemwide, integrated, and interdisciplinary analysis over time so a modeling tool  
 can simulate and analyze the inter-relationships between social, ecological, and  
 economic systems (Cihat Onat, N., et al, 2017). When utilizing Life Cycle  
 Assessment, Life Cycle Costing, and Social Life Cycle Assessment, it is possible to

objectively determine where materials are environmentally friendly. These methods also provide us with the ability to understand which materials only appear to be safe for our environment. These methods are important when trying to understand how the activities of companies that produce the goods we consume affect the world around us. They also help us understand how the life cycle of a product impacts the environment throughout its life cycle. Most of this seems familiar to previous readings, especially when considering the human well-being is a central concept to the LCSA. Businesses do not want to be associated with poor working conditions, child labor, or corruption at any stage of their operations. Nic Marks has many titles but one of his titles is statistician. He broke down various metrics that show that the happiness of a country's citizens should be more highly valued when trying to create a happy planet. The Happy Planet Index is the first global measure of sustainable well-being which envisions a future where good lives don't have to cost the earth (Marks, N., 2010).

Part 2: What indicators are required to assess the systems dynamics of flow-limited resources? What inputs might be incorporated into a model of flow-limited resources? How is this different from stock-limited resources? Provide an example of the systems dynamics of:

- A stock-limited resource (such as cobalt)
- A flow-limited resource (such as rabbits)

Describe what and how you would measure the inputs, outputs and feedback loops (in-flow, out-flow, connectors or dependencies, stocks and sources or sinks) in each example. Keep it simple (i.e., bamboo production for chairs). You don't have to do the mathematical calculations, just describe the systems process. (If you want to take it further, you can use Stella Online Modeling, linked above)

Ecological, geochemical and human processes can be described by following the flows of material or energy from one place or form to another. A "system" is any set of connected processes and quantities of resources. It can be as large or as small as you want to set the boundaries around. Although some people use the term "systems approach" to be holistic and inclusive, our use of the word "systems view" specifies a set of intellectual tools that can be applied to any size set of processes and resources.

– Reuter, J. (2013)

As someone who is slightly overwhelmed by numbers and equations, I felt more at ease after watching Andrew Jones' 2019 video of simplified diagrams of Stocks and Flow. The stocks and flows diagram is useful when measuring inflows, stocks, and outflows of anything that needs to be quantified. It can be applied to anything that needs to be measured. Whether it be people, a resource, or a product, the diagram helps keep track of the units being measured (Jones, A., 2015).

Stocks: measured in units (i.e., Gallons, Population, Weight)

Flows: Change the levels of stocks. Measured PER time (i.e. Gallons per day, People per month, Ton per year)

Information flows: Inflow and Outflow

Convertors/Constants: what changes and what stays the same

Source/Sink: an unlimited, unchanging concentration or a reservoir that is outside the boundaries of the system that we are studying

A stock flow diagram shows the parts of a system and how those parts affect one another. It creates a visual representation of how a system works. Stocks, or accumulations, are identified with the box in the center of the diagram. The inflow and outflow can fluctuate based on their flows or rates of change. One reason this tool is so useful in building an understanding is how it shifts focus away from the characters in the system and instead seeing those characters as part of a larger accumulation. Accumulations are all around us. This can be a plant in a field, a product in a warehouse, and sometimes they can go unnoticed because they are visibly there. Changing the flows can also change the stocks.

Renewable resources are often flow-

limited, meaning there's only so much available at one time. An example of these are renewable resources like wind and solar but these are only available when the wind is blowing or the sun is shining. A stock-limited resource can be fossil fuels. Fossil fuels are the product of a finite stock of a transformed organic material. This organic matter was created in specific eras and regions, and cannot be replenished once extracted and consumed.

Example: Water retention in a dam

Inflow: Rainwater

Stock: Amount of Water in the Dam

Outflow: Overflow/Excessive rainwater

Variable 1: Ice Melt

Variable 2: Water Needed for Agriculture/Human Population

In California, there has been an extensive drought that lasted several years. Due to the massive amounts of rain from recent storms, drought-like conditions have been reduced and our dams are full. This has given the residents, wildlife, and the agriculture industry a much-needed breather from the hardships caused by the lack of water in our state. There are only a few areas in California that are considered abnormally dry but there is no longer a drought (NIDIS, 2024). Considering warmer weather is already here, with a high of 89 degrees in Fresno today, the ice melt will only cause the water levels to rise within the dams. With capacities reaching their limits, there will be a need to release excess water. This will cause a drop in stock within the dam but there will be a large inflow of water due to warming weather. This may not be a bad situation as there will likely be no rain in the coming months and many farmers throughout the state will require more water during the hot summer months.

Resources:

Cihat Onat, N., Kucukvar, M., Halog, A., & Cloutier, S. (2017, April 29). Systems Thinking For Life Cycle Sustainability Assessment: A Review Of Recent Developments, Applications, And Future Perspectives. MDPI. <https://www.mdpi.com/2071-1050/9/5/706> Links to an external site.

pp 1-25

Marks, N. (2010, July) The happy planet index [Video] TED Conferences [https://www.ted.com/talks/nic\\_marks\\_the\\_happy\\_planet\\_index?showTranscript](https://www.ted.com/talks/nic_marks_the_happy_planet_index?showTranscript) Tooltip=true&!language=en#t-591439 Links to an external site.

Reuter, J. (2013, August 13). Diagnosing and engaging with complex environmental problems v7: Chapter 6 \u2013 Stock and flow systems [Unpublished manuscript]. Portland State University. <http://web.pdx.edu/~rueterj/CCC/v7-Rueter-chap6.pdf> Links to an external site.

Links to an external site.

pp 130-157

Jones, A. (2015) Stocks and Flows [The Climate Leader] Climate Interactive [https://youtu.be/nRIYGDBGcRA?si=iq7l\\_fxDdt3ylTY](https://youtu.be/nRIYGDBGcRA?si=iq7l_fxDdt3ylTY) Links to an external site.

Compose a 2-3 paragraph response to this discussion post that comments on a central idea expressed, giving new information. Refer back to one scholarly source, possibly one cited by the post author, and include a question that asks for the writer's opinion or input on some subject. Write from the perspective of a socially conscientious scholar critical of capitalism who advocates for more cooperative forms of resource allocation.

}, "status": "finished\_successfully", "end\_turn": null, "weight": 1.0, "metadata": {"gizmo\_id": "g-bo0FiWLY7", "request\_id": "889ad6613cca83b8-MXP", "message\_source": null, "timestamp": "absolute", "message\_type": null}, "recipient": "all", "channel": null, "parent": "cc00ad77-0485-4e77-8417-4fddf8294a60", "children": [{"80669ea7-de34-4179-9974-f7ba83d0376a"}], "80669ea7-de34-4179-9974-f7ba83d0376a": {"id": "80669ea7-de34-4179-9974-f7ba83d0376a", "message": {"id": "80669ea7-de34-4179-9974-f7ba83d0376a", "author": {"role": "assistant", "name": null, "metadata": {}}, "create\_time": 1716695819.682624, "update\_time": null, "content": {"content\_type": "text", "parts": ["Your discussion post provides a comprehensive overview of Life Cycle Sustainability Assessment (LCSA) and effectively highlights the importance of integrating environmental, social, and"]

economic dimensions into the assessment of product systems. This holistic approach is essential in understanding the broader impacts of production and consumption on sustainability. One central idea you emphasize is the need for LCSA to be systemwide, integrated, and interdisciplinary. This perspective aligns well with the growing recognition that complex sustainability challenges require multifaceted solutions that go beyond traditional economic paradigms.

Drawing from Cihat Onat et al. (2017), you note the necessity of incorporating social factors into LCSA, which resonates with the arguments made by critics of capitalism who advocate for more cooperative and equitable forms of resource allocation. The traditional capitalist focus on profit maximization often overlooks the social and environmental costs of production. By contrast, an integrated LCSA framework can help ensure that these externalities are accounted for, promoting a more sustainable and just economic system. This approach is crucial for fostering human well-being and preventing exploitative practices, as highlighted in your reference to Nic Marks's Happy Planet Index, which prioritizes sustainable well-being over mere economic growth.

In examining the differences between stock-limited and flow-limited resources, your discussion of system dynamics provides valuable insights into the sustainability challenges associated with each type of resource. For instance, the management of water resources in California illustrates the complexities of balancing inflows, stocks, and outflows to ensure long-term availability. This example underscores the need for cooperative resource management practices that can adapt to changing environmental conditions and prioritize the needs of all stakeholders, including marginalized communities often left out of traditional capitalist frameworks.

Given your detailed analysis of LCSA and system dynamics, I am curious about your perspective on how cooperative forms of resource allocation could be integrated into current LCSA practices to enhance sustainability outcomes. How do you envision the role of community-based resource management in achieving a more equitable distribution of resources and mitigating the negative impacts of capitalist production systems? Your insights on this matter could provide valuable contributions to the ongoing discourse on sustainable development and social justice.

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 to ensure long-term availability. This example underscores the need for cooperative
 resource management practices that can adapt to changing environmental conditions and
 prioritize the needs of all stakeholders, including marginalized communities often
 left out of traditional capitalist frameworks [(Gleick,
 2018)] (https://consensus.app/papers/transitions-water-management-california-peter-gleick/36e19300d3c7bb2aa06d7e4e300f5f0b/?utm\_source=chatgpt).
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"text", "parts": ["Collapse SubdiscussionJoanne Dadivas\nJoanne Dadivas\nThursdayMay 23 at 7:18pm\nPart 1: What are the three dimensions of improvement in Life Cycle Sustainability Assessment suggested in the reading? Describe why these are important and relate and apply the three dimensions to your learning from earlier modules.\n\nIn Life Cycle Sustainability Assessment (LCSA), the three dimensions of improvement typically suggested are environmental, economic, and social. \n\nEnvironmental Dimension - This dimension focuses on reducing the negative impacts on the environment throughout the product's lifecycle, from raw material extraction to disposal. It includes aspects such as resource use, emissions, waste, and ecological impact. In earlier modules, I learned about environmental impact, carbon footprints, pollution control, and resource management. Applying this dimension involves integrating these concepts into a holistic assessment to minimize environmental harm.\n\nEconomic Dimension - The economic dimension considers the costs and benefits associated with the lifecycle of a product or process. It includes direct and indirect costs, as well as economic benefits such as job creation and economic growth. Previous learning covered cost-benefit analysis, economic feasibility, and market dynamics. This dimension is applied by ensuring that sustainability measures are economically viable and contribute to overall economic welfare without incurring excessive costs.\n\nSocial Dimension - This aspect examines the social implications related to a product or service over its entire life cycle. It includes factors such as labor rights, community impacts, health and safety, and overall well-being. The social dimension is vital because it ensures that environmental and economic sustainability efforts do not adversely affect the community or stakeholders involved. It promotes fairness, equity, and quality of life for all parties impacted by the life cycle of a product or service. Past modules focused on social issues and community development. These explored how projects or policies can be designed and implemented in a way that they contribute positively to the social fabric of communities, enhance social inclusion, and improve quality of life.\n\nPart 2: What indicators are required to assess the systems dynamics of flow-limited resources? What inputs might be incorporated into a model of flow-limited resources?\n\nIndicators for Assessing Flow-Limited Resources\n\nResource Availability - Measures the total available quantity of the resource over time, considering natural replenishment rates and depletion.\n\nExtraction Rate - The speed at which the resource is being extracted or harvested, which impacts sustainability and availability.\n\nConsumption Rate - How quickly the resource is being consumed. This is important for understanding the demand dynamics.\n\nRenewal or Regeneration Rate - Specific to renewable resources, indicating how quickly a resource can replenish itself naturally.\n\nEfficiency of Use - Indicates how efficiently the resource is utilized in processes, which can help in identifying areas for improvement to reduce waste.\n\nLeakages - Tracks losses of resources during extraction, processing, transportation, and usage, which affect overall sustainability.\n\nDependency Ratio - Assesses the extent to which a system or economy depends on the particular flow-limited resource, highlighting vulnerability to shortages.\n\nInputs for Modeling Flow-Limited Resources\n\nHistorical Data - Past data on resource extraction, consumption rates, and availability to establish trends and variability.\n\nEconomic Factors - Pricing, market demand, and economic growth forecasts, which influence consumption and extraction rates.\n\nTechnological Changes - Innovations that affect the efficiency of resource extraction and utilization.\n\nPolicy and Regulatory Frameworks - Government regulations regarding resource extraction and use, which can alter practices significantly.\n\n

Environmental Conditions – Climate and ecological factors that can affect the natural replenishment rates of renewable resources.

Social Dynamics – Population growth, cultural attitudes towards resource consumption, and changes in consumer behavior.

These inputs and indicators, when incorporated into a systems dynamics model, can help simulate different scenarios and make predictions about the sustainability and availability of flow-limited resources. Such models are crucial for effective planning and management, especially in contexts where resources are critical to the economy and the environment.

How is this different from stock-limited resources?

Flow-limited resources, like water or forests, replenish naturally over time, so managing them focuses on ensuring that we don't use them faster than they can renew. In contrast, stock-limited resources such as fossil fuels and minerals do not naturally replenish within human lifespans and once depleted, they are gone forever.

Therefore, managing these resources centers on conserving what we have, using them efficiently, and finding alternatives.

For flow-limited resources, models assess how fast the resource renews and the impacts of consumption patterns, while for stock-limited resources, models focus on the total available amount and how quickly it's being used up.

Provide an example of the systems dynamics of a stock-limited resource and flow-limited resource.

Example of stock-limited resource

Systems Dynamics Model of Gold Mining in the Philippines

Gold production in the Philippines has seen a decrease over recent years, indicating potential concerns about the sustainability and availability of this resource. Between 2022 and 2026, the production is expected to continue declining at a compounded annual growth rate (CAGR) of 2.28%, following a previous five-year trend of a 4.19% annual decrease. This trend suggests that gold may be a stock-limited resource in the Philippines, facing challenges such as depletion and increased extraction costs (Mining Technology, 2023).

Stock Assessment:

- Initial Stock: Estimate the total amount of gold reserves available in the Philippines.
- Extraction Rate: Calculate how much gold is mined annually. This affects the depletion of the initial stock.

Economic Dynamics:

- Market Demand: Analyze global and local demand for gold, influenced by factors like economic stability, investment trends, and industrial use.
- Gold Prices: Monitor fluctuations in gold prices, which can influence mining efforts. Higher prices might drive increased mining activity, accelerating stock depletion.
- Economic Contribution: Evaluate how much gold mining contributes to the local and national economy, including job creation and GDP.

Environmental and Social Impact:

- Environmental Degradation: Assess the environmental impacts of gold mining, such as deforestation, water pollution, and soil erosion.
- Community Impact: Consider the effects on local communities, including displacement, health impacts due to pollution, and economic benefits.

Regulatory Framework:

- Mining Policies: Include government regulations and policies that control mining activities, enforce environmental protections, and ensure benefits to local communities.

Sustainability Initiatives: Model the impact of initiatives aimed at reducing environmental damage and promoting sustainable mining practices.

Feedback Loops:

- Resource Depletion and Mining Intensity: As gold stocks decrease, the effort and cost to extract gold may increase, potentially leading to a reduction in mining activities or shifts to more efficient or alternative mining technologies.

Economic and Environmental Feedback: Economic benefits from mining can fund environmental restoration projects, but negative environmental impacts can also lead to stricter regulations that might reduce mining outputs.

Application

This model would help policymakers and mining companies in the Philippines make informed decisions by predicting long-term outcomes

based on current practices. It can show the balance between economic benefits from gold mining and the costs of environmental and social impacts. By adjusting variables like mining rates or implementing new policies, the model can simulate different future scenarios, guiding sustainable resource management strategies.

**Example of flow-limited resource**

**Systems Dynamics Model of Squid Fishing**

Overfishing and ineffective marine reserve management are significant issues that compromise the sustainability of marine biodiversity, including fish communities. Effective community-based management has been suggested as a solution to improve biomass and species diversity within marine reserves, demonstrating the importance of local enforcement and proper governance structures to combat overfishing and enhance fishery sustainability (Muallil et al., 2019).

**Population Dynamics:**

**Population Size:** Estimate the initial population of squid in a specific marine area. This population can replenish annually based on biological factors like breeding success and juvenile survival rates.

**Natural Growth Rate:** Calculate the natural rate at which the squid population grows, influenced by environmental conditions and predation levels.

**Fishing Activity:**

**Fishing Intensity:** Track how much squid is harvested each year, which directly reduces the population size.

**Fishing Regulations:** Include policies like quotas, seasonal closures, and gear restrictions that are designed to control the amount of squid caught, ensuring the population remains sustainable.

**Economic Factors:**

**Market Demand:** Assess the demand for squid in markets, both local and international, which can drive the intensity of fishing activities.

**Economic Value:** Evaluate the economic importance of squid fishing to local communities and the broader economy, considering how changes in squid population affect livelihoods.

**Environmental and Ecological Impact:**

**Ecosystem Interactions:** Consider the role of squid within the marine ecosystem, including their relationships with predators and prey.

**Environmental Changes:** Factor in how changes in water temperature, pollution, and other environmental factors can affect squid populations and their habitat.

**Feedback Loops:**

**Resource Depletion and Fishing Effort:** As the squid population decreases, if fishing efforts are not adjusted, this could lead to overfishing and further depletion. Conversely, a healthy squid population might encourage increased fishing effort.

**Regulatory Response:** Changes in squid population dynamics might lead to adjustments in fishing regulations, aiming to balance economic needs with conservation goals.

**Application**

This model would be useful for marine biologists, conservationists, and policymakers to simulate different scenarios of squid fishing and its impacts. By adjusting variables such as fishing rates or market demand, the model can predict how these factors might affect the squid population over time. This helps in crafting strategies that ensure the sustainability of the squid population, supporting both the ecosystem and the economic activities dependent on it.

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Reuter, J. (2013, August 13). Diagnosing and engaging with complex environmental problems v7: Chapter 6 \u2013 Stock and flow systems [Unpublished manuscript]. Portland State University.  
<http://web.pdx.edu/~rueterj/CCC/v7-Rueter-chap6.pdf>Links to an external site.

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 npp 130-157 \nMining Technology. (2023). Gold production in the Philippines and major projects. Retrieved from Mining TechnologyLinks to an external site.  
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 nMuallil, R. N., et al. (2019). Implications of Community-Based Management of Marine Reserves in the Philippines for Reef Fish Communities and Biodiversity. Frontiers. Retrieved from [www.frontiersin.org](http://www.frontiersin.org)Links to an external site.

Compose a 2-3 paragraph response to this discussion post that comments on a central idea expressed, giving new information. Refer back to one scholarly source, possibly one



cited by the post author, and include a question that asks for the writer's opinion or input on some subject. Write from the perspective of a socially conscientious scholar critical of capitalism who advocates for more cooperative forms of resource allocation. "}], "status": "finished\_successfully", "end\_turn": null, "weight": 1.0, "metadata": {"gizmo\_id": "g-bo0FiWLY7", "request\_id": "889b129ca942bac3-MXP", "message\_source": null, "timestamp\_": "absolute", "message\_type": null}, "recipient": "all", "channel": null}, "parent": "72221a40-3c65-40cc-964c-01c7eb47d99e", "children": [{"39b96b62-0c53-4ff7-90f8-911be6f56b2c"}], "39b96b62-0c53-4ff7-90f8-911be6f56b2c": {"id": "39b96b62-0c53-4ff7-90f8-911be6f56b2c", "message": {"id": "39b96b62-0c53-4ff7-90f8-911be6f56b2c", "author": {"role": "assistant", "name": null, "metadata": {}}, "create\_time": 1716698285.128341, "update\_time": null, "content": {"content\_type": "text", "parts": ["Your discussion post provides an insightful exploration of Life Cycle Sustainability Assessment (LCSA) and the differentiation between stock-limited and flow-limited resources. One central idea you highlight is the importance of integrating environmental, economic, and social dimensions within LCSA. This multi-faceted approach is critical for a comprehensive understanding of sustainability impacts. The necessity of addressing social implications, as noted in your post, underscores the broader need for equitable resource management practices, which can help mitigate the adverse effects often perpetuated by capitalist frameworks.\n\nYour discussion on cooperative resource management practices, particularly in the context of flow-limited resources like water, aligns with contemporary scholarship emphasizing community-based approaches. Muallil et al. (2019) illustrate how community-based management can significantly improve biomass and species diversity within marine reserves. This model showcases how local governance and active community participation can lead to more sustainable and equitable resource use. Cooperative management not only enhances environmental outcomes but also ensures that marginalized communities, often overlooked in capitalist systems, have a voice and stake in resource allocation.\n\nGiven the potential benefits of such cooperative models, I am curious about your thoughts on how these principles could be more broadly applied within LCSA practices. Specifically, how do you envision integrating community-based management strategies into the assessment of stock-limited resources like gold? Do you think such an approach could address some of the social and environmental issues associated with traditional extractive industries, and if so, how?\n\nReference:\nMuallil, R. N., et al. (2019). Implications of Community-Based Management of Marine Reserves in the Philippines for Reef Fish Communities and Biodiversity. Frontiers. Retrieved from [www.frontiersin.org] (https://www.frontiersin.org/articles/10.3389/fmars.2019.00080/full). \n\nYour insights on this matter could greatly contribute to the ongoing discourse on sustainable development and social justice, particularly in how we can shift from exploitative practices to more cooperative and inclusive forms of resource management."}], "status": "finished\_successfully", "end\_turn": true, "weight": 1.0, "metadata": {"citations": [], "gizmo\_id": "g-bo0FiWLY7", "message\_type": null, "model\_slug": "gpt-4o", "default\_model\_slug": "gpt-4", "pad": "AAA", "parent\_id": "aaa22762-8d48-4dc1-ac84-e97a030e6719", "finish\_details": {"type": "stop", "stop\_tokens": [200002]}, "is\_complete": true, "request\_id": "889b129ca942bac3-MXP", "timestamp\_": "absolute"}, "recipient": "all", "channel": null}, "parent": "aaa22762-8d48-4dc1-ac84-e97a030e6719", "children": [{"aaa2b6f6-0bd5-4851-80cc-bfb1165a71d0"}], "aaa2b6f6-0bd5-4851-80cc-bfb1165a71d0": {"id": "aaa2b6f6-0bd5-4851-80cc-bfb1165a71d0", "message": {"id": "aaa2b6f6-0bd5-4851-80cc-bfb1165a71d0",

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["Collapse SubdiscussionAlli Heller\nAlli Heller\nThursdayMay 23 at 7:54pm\nPart  
A\n\nThe principal argument in Porter & Kramer's (1999) article is that  
foundations can and should be paving the way in social progress, but need to be more  
strategic in order to achieve maximum value. Foundation impact should be evaluated  
based on the impact of its grant recipients as it demonstrates the social return on  
their investment. Since foundations are acting as a middleman between donors and  
nonprofits, a substantial portion of the funding is leveraged for administrative costs  
rather than going to nonprofits. Because of this, it's important that foundations  
are generating additional value that support the increased administrative  
costs.\n\nPart B\n\nThe Fundraising Report Card describes a development professional  
as "a person who creates the systems and processes required for a nonprofit  
organization to sustain itself financially...Fundraisers ask for money. Development  
professionals create financially sustainable organizations. Fundraisers are  
development professionals."\n\nWhile this discusses the role more than the field,  
I found that it aligns with my personal experience in both fields. I worked in  
development for a nonprofit where we cultivated relationships with donors and ensure we  
had a development plan based on future grants and planned giving that aligned with our  
upcoming work. When I worked in fundraising, we focused on mail and digital  
fundraising campaigns to individual donors who received little more than a thank you  
and a trinket based on the gift they provide. Development focused on long-term  
relationships with key donors and foundations while fundraising is extremely  
transactional.\n\nPart C\n\nIn addition to Rubenstein's comment, Kwee discussed  
philanthropy as she said: "Giving is a lot more than just money. It's time.  
It's loving your neighbor. It's person to person and offering of even our  
skills" (TedxTalks, 2015). I consider myself to be a philanthropist based on my  
engagement with my community through volunteer work and individual donations. I strive  
to create environmental impact by reducing my use of single use plastic and recycling  
in creative ways. I try to purchase from socially conscious companies that align with  
my values and support similar causes. I donate to various causes and volunteer for a  
variety of causes.\n\n\nResources\n\nPorter, M., & Kramer, M. (1999, November  
1). Philanthropy's new agenda: Creating value. Harvard Business Review.  
https://hbr.org/1999/11/philanthropys-new-agenda-creating-valueLinks to an external  
site.\n\nTEDx Talks. (2015, December 16). You don't need to be rich to be a  
philanthropist | Melissa Kwee | TEDxSingapore [Video]. YouTube.\n\nWarner, G. (2017,  
November 14). Development vs. Fundraising? P.S. They're Not the Same. Fundraising  
Report Card. https://fundraisingreportcard.com/development-vs-fundraising/Links to an  
external site.\n\nCompose a 1-paragraph response to this discussion post that comments  
on a central idea expressed, giving new information. Refer back to one scholarly  
source, possibly one cited by the post author, and include a question that asks for  
the writer's opinion or input on some subject. Write from the perspective of a  
socially conscientious scholar critical of capitalism who advocates for more  
cooperative forms of resource allocation and believes that the right to happiness,  
health care, work, education, and travel are human rights."], "status":  
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work of Porter and Kramer. Here is the revised paragraph with the citation included in
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fundraising underscores a critical insight: development focuses on building
sustainable relationships and ensuring long-term financial health, while fundraising
often involves more immediate, transactional interactions. This nuanced understanding
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impacts (Porter & Kramer, 1999). How do you think nonprofits can further integrate
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is essential for creating financially sustainable nonprofit organizations. Importantly,
the emphasis on strategic relationship-building in development aligns with the
principles of cooperative resource management, which prioritize equitable distribution
and long-term community benefits. By fostering strong, ongoing relationships,
nonprofits can better allocate resources in a way that supports social equity and
community well-being. This approach can be seen as a counterbalance to the short-term,
profit-driven focus of capitalist systems, which often overlook the broader social
impacts (Porter & Kramer, 1999). How do you think nonprofits can further integrate
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fundraising underscores a critical insight: development focuses on building
sustainable relationships and ensuring long-term financial health, while fundraising
often involves more immediate, transactional interactions. This nuanced understanding
is essential for creating financially sustainable nonprofit organizations. Indeed, the
emphasis on strategic relationship-building in development is akin to cooperative
resource allocation principles, which prioritize equitable distribution and long-term
community benefits. This approach provides a thoughtful counterbalance to the short-
term, profit-driven focus of capitalist systems, often neglecting the broader social
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"\n5/24/24,1:05 AM 12 Common Criticisms of Philanthropy\u2014and Some
Answers\n\nStanfordSOCIAL\nINNO VATIONReview\nInforming and inspiring leaders of
social change\n\nPhilanthropy& Funding\n\n12 Common Criticisms of
Philanthropy\u2014and\nSome Answers\n\nCritics have argued that charitable giving
isn't focused enough on the poor, isn't sufficient to make a difference, isn
undemocratic, and more, but research\u2014and history\u2014show otherwise.\n\nBy Karl
Zinsmeister | May 17, 2016\n\nSince January, I've been traveling around the
United States talking to audiences about my new book,\n\nThe Almanac of American
Philanthropy, and how private giving affects our nation. During these\n\nsessions
I've collected 12 broad criticisms of charitable action that people sometimes
raise. From the\n\nlessons of my Almanac research, I offer responses below.\n\n1.
Charitable aid should focus on the poor; too much giving today goes to other
causes!\n\nThis increasingly common argument is supported by the so-called
"effective altruism" movement, which complains that a dollar spent on a
university or park or music school could instead have headed\n\noff a dire problem such
as, say, river blindness for an impoverished African.\n\nThe most specious part of
this criticism is the suggestion that donors can't do both
things.\n\nPhilanthropists are currently producing good results across a vast spectrum
of causes, including many\n\nefforts to help the poor. In fact, the fastest-growing
sector of US private philanthropy in recent years has\n\nbeen overseas aid to poor
people. Indeed, the poor in foreign countries now get more help from US\n\nndonors ($39
billion per year) than from official US government aid ($3i billion).\n\nAre you
enjoying this article? Read more like this, plus SSIR's full archive o f content,
when
you\n\nsubscribe.\n\n1/8https://ssir.org/articles/entry/12_common_critcisms_of_philanthr
opyand_some_answers#\n\n\n5/24/24,1:05 AM 12 Common Criticisms of
Philanthropy\u2014and Some Answers\n\nMoreover, it's shortsighted and often
inhumane to suggest that donating to causes other than poverty\n\nreduction is somehow
immoral. Yes, places like MIT and Johns Hopkins are wealthy institutions,
but\n\nvoluntary gifts to them ultimately result in things like portable x-ray
machines, new vaccines, and\n\ninexpensive cell phones that are valuable to all people,
especially the poor\n\nPart of what makes philanthropy powerful and beautiful is its
riotous variety. Allowing donors to follow\n\ntheir passions has proven, over
generations, to be an effective way of inspiring powerful commitments\n\n\nand getting
big results. Cramped definitions of philanthropy that limit donors to approved areas
would\n\nsuffocate many valuable social inventions.\n\n2. Charity is an artifact no
longer necessary in a modern welfare state!\n\nSome view private giving and problem-

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solving as vestiges of simpler times, with which we can now dispense. The public, however, disagrees. In a nationally representative survey of likely US voters in 2015, respondents chose philanthropy over government as their "first choice for solving a social problem in America" by 47 percent to 32 percent. Asked whether they most trusted entrepreneurial companies, nonprofit charities, or government agencies, 43 percent of respondents chose charities, 28 percent selected entrepreneurial companies, and just 14 percent chose government agencies.

Philanthropy solves problems differently than government. It tends to be more inventive and experimental, quicker, nimbler, more efficient, more varied, more personalized, more interested in transformation than treatment, and more efficient. The public sees this and values it.

3. Charitable donations are just a drop in the bucket! America's nonprofit sector now commands 1 percent of our workforce and 6 percent of GDP not including volunteer time, which, if we attached a reasonable hourly wage to it, nearly equals the \$360 billion we donate in cash every year. The Gates Foundation alone now distributes more overseas assistance than the entire Italian government. It is estimated that in just its first two decades, its overseas vaccine program alone will save the lives of 8 million preschool children. Then consider that members of US churches and synagogues just one division of America's larger philanthropic army send four and a half times as much money overseas to poor people every year as the Gates Foundation does!

2/8 [https://ssir.org/articles/entry/12\\_common\\_criticisms\\_of\\_philanthropy\\_and\\_some\\_answers](https://ssir.org/articles/entry/12_common_criticisms_of_philanthropy_and_some_answers) #5/24/24, 1:05 AM 12 Common Criticisms of Philanthropy and Some Answers

The fact that most philanthropy takes place out of the public eye in small doses, and often in private or even anonymous ways makes it easy to overlook its size and power. But getting seduced by the gigantism of official aid is an egregious mistake. Small actions can and do converge into mighty rivers of cumulative effort.

4. There are too many amateur efforts in philanthropy! It's easy to write off "homemade" solutions as amateurish, but grassroots efforts accomplish many great things. Consider the ALS Association's Ice Bucket Challenge, which raised money for Lou Gehrig's Disease research. The initiative occasioned snickers and sniping from some professional philanthropists, but donations it generated led to a major scientific breakthrough at Johns Hopkins University and pre-funding of clinical trials for new therapies.

There are many more examples. Crusades against autism by Bernie Marcus, against prostate cancer by Michael Milken, and against breast cancer by Nancy Brinker were all thought quixotic when they kicked off, yet each paid huge dividends. The Stowers Institute for Medical Research, the Howard Hughes Medical Institute, and Markey fellowships would never have seen the light of day if many professionals had had their way. And it was support from the Guggenheim family that allowed physicist Robert Goddard to overcome scorn from other scientists and ridicule by the New York Times to become the genius of rocketry and father of America's success in space.

America's strong system of decentralized giving and homegrown problem-solving supports wide experimentation and avoids putting all of our eggs in one national basket.

5. Philanthropic aid lacks standardization! It's a chaotic patchwork!

The lesson of the Internet is the accumulated power of millions of small actions. The story of today's hacker culture is that one individual with a laptop can do astonishing things. Small-scale action that lacks uniformity should not be considered a failing. It's not chaos, it's crowdsourcing hordes of everyday people taking lots of small bites at a problem



and eventually chewing through even very big issues. There are rich examples of the power of dispersed decision-making throughout biology and across human history. Many of our most effective charities discovered the power of decentralization generations ago. Each of the 1,400 local chapters of Habitat for Humanity, for example, are independent.

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Entities with their own rules, practices, and funding. All of the 164 regional branches of Goodwill have their own boards of directors, and are autonomous in policy and funding; the central office is tiny compared to working affiliates in cities like Milwaukee and Houston. And the Appalachian Mountain Club efficiently maintains thousands of miles of hiking trails through a network of local branches.

This same principle of accomplishing important tasks through loosely coupled teams or networks of independent actors is also a powerful trend in many of today's most successful private businesses. Every Uber city in America has different fares, different products, different practices. Philanthropy can be proud of having been a pioneer in solving problems via a flexible ecosystem of participants, rather than by following standardized formulas.

6. Charity may work for individuals, but what we really need are solutions that benefit entire groups!

Ambitious people may look at the "one soul at a time" model prevalent in philanthropy and conclude that it's just too slow. But that perspective misunderstands what social reclamation usually requires. For problems like addiction and recidivism, the most successful solutions rely heavily on one-to-one human accountability. They take advantage of the useful information available when we actually know someone, instead of dealing with a stranger. By creating personal instead of impersonal transactions, we can wield the power of relationships to teach and change behavior.

It's easy to romanticize the "consistency" of government programs, and contrast it favorably to the crazy-quilt of individualized variations in charitable aid, but consistency is not really how humans work. If you have one child who needs a very structured environment and another who blooms when left to navigate on her own, you don't want one-size-fits-all schools; you want individualized services that recognize and work with intimate differences of personality. You'll have a hard time finding that in government-run programs, but it's a hallmark of philanthropic efforts.

Ben Franklin was one of the first donors to argue that philanthropy shouldn't just transfer funds in an attempt to relieve men in their misfortune. It should help build up individuals into a healthier state.

The goal of charitable aid in the United States has always been individual competence and independence—not just social quiet. And this often requires a personal touch, real mentoring, and one-on-one aid of the sort many philanthropic efforts emphasize.

7. Philanthropy is undemocratic!

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Some critics, especially from the left, complain that donors accumulate too much power and that their money lets them impose their point of view on society. But it's important to note how radically decentralized US giving is. Only 14 percent of total giving today comes from foundations started by the wealthy. The vast majority of annual donations come from individuals, dominated by everyday donors who give at a rate of about \$2,500 per household. The very largest

single giver in the United States\u2014the Gates Foundation\u2014grants out about \$4 billion per year. Measured against the \$360 billion of cash that Americans donate annually, and nearly that much more in the value of volunteered time, Gates Foundation commands less than 1 percent of our annual philanthropy. That is not an unhealthy concentration of power. American philanthropy is also diverse and diffuse. Its millions of givers and hundreds of thousands of charitable organizations compose a kind of huge matrix of private legislatures that define social ills, set goals and priorities, and methodically marshal resources to attack problems near at hand\u2014without asking the state's permission. Admirers of participatory democracy ought to be excited by these mass actions. As Yale law professor Stephen Carter points out, individuals who give to charity often "measure the needs of the community by different calipers than centralized policy makers, and will therefore contribute to a different set of causes. These millions of individual decisions lead to a diversity in spending that would be impossible if we adopted the theory that the only money spent for the public good is the money spent by the state." For this reason Carter refers to philanthropy as "democracy in action." Alexis de Tocqueville said in *Democracy in America* that what impressed him about America's voluntary activity was not just the practical problems it solved, but the way the country's hyperactive giving and volunteering builds up the social muscles needed for a people to be self-governing. Philanthropy is not just a sign of self-rule, but also a source of it\u2014a kind of nursery for broader loyalties to one's fellow citizens. A healthy democracy should encourage, not discourage, people from acting on their own to improve what they judge to be the common good. Only government can lead important social change in a fair way! History tells a different story. Private donors and volunteers created the first schools, missions, colleges, and apprenticeships for Indians and African Americans, often in the face of state resistance. At the same time government was enforcing Jim Crow laws, philanthropist Julius Rosenwald erected 4,977 rural schools across America's black belt. At the time of his death, 27 percent of all African American children in the United States were educated in one of the schools he built.  
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Those who view such examples as ancient history and believe that all necessary reforms now flow from government are gravely mistaken. According to the UCLA Civil Rights Project, America's most segregated and often most inadequate government-run schools are all in northern cities with activist governments: Detroit, Milwaukee, New York, Newark, Chicago, and Philadelphia. In fact, the country's most segregated schools are in New York state, thanks to New York City, where the proportion of schools in which at least 90 percent of the students are black or Hispanic rose sharply from 1989 to 2010. It is private philanthropy that is shaking up New York City's complacent educational establishment today by launching charter schools. There are currently 95,000 New York City children in charters, nearly all of them minorities and low-income, and another 42,600 on waiting lists. Stanford researchers and other investigators find that these children are receiving significantly better educations than counterparts in conventional government-run schools, in some cases even outscoring comfortable suburban schools in annual testing. Some donors are mean, vainly seek their name on things, or take part in charity for all the wrong reasons! It's true that philanthropists

aren't always pretty. Prominent donors like J. Paul Getty, Leland Stanford, Russell Sage, and John MacArthur were known to exhibit shabby behavior. (Stanford, for example, employed stock watering, kickbacks, bribery, and collusion.) Nonetheless, each ultimately managed to be very helpful to others. The genius of the philanthropic mechanism is that it accepts people just as they are—kind impulses, selfish impulses, confusions and vanities, wishes of all sorts swirling together in the usual human jumble—and helps them do wondrous things, even when they're not saints. Adam Smith taught us that freely conducted commerce can take normal human behaviors—including ugly and mercenary ones—and turn them to broadly productive uses. The same is true in the world of philanthropy. Part of the magic of America's charitable structure is that it can convert common human impulses into truth, uplift, and beauty for all of society. No. Philanthropy distracts people who ought to focus on business! The right side of the political spectrum sometimes complains that philanthropy drags too many unproductive business people into do-gooding, distracting them from creating the commercial bounty that [https://ssir.org/articles/entry/12\\_common\\_criticisms\\_of\\_philanthropy\\_and\\_some\\_answers#](https://ssir.org/articles/entry/12_common_criticisms_of_philanthropy_and_some_answers) answers. But there are reasons to think that philanthropy actually strengthens capitalism. Economists Zoltan Acs and Ronnie Phillips have observed that the United States has a distinctive means of reconstituting wealth via philanthropy. Philanthropy is part of the implicit social contract that continuously nurtures and revitalizes economic prosperity, they write. Researchers Tino and Nima Sanandaji agree that the legitimacy of American capitalism has in part been upheld through voluntary donations. They note that "much of the new wealth created historically has been given back to society. This has had several feedback effects on capitalism. For one, the practice has limited the rise of new dynasties. Another positive feedback mechanism is that the donations to research and higher education have allowed new generations to become wealthy?" II. Philanthropy encourages collective thinking, collective responsibility, and collective action—ultimately leading to more government! This is another concern sometimes launched from the libertarian right, where observers argue that what American society really needs is more individual responsibility, not more giveaways. However, we can just as plausibly turn that argument around, because there is evidence that philanthropy helps limit government sprawl. When some members of a society become needy, it is a fact that many citizens will insist, "Something must be done!" Most times and places, the responsibility for picking up those in trouble has fallen to the state. America's energetic voluntary sector, however, allows Americans to meet humanitarian and Judeo-Christian responsibilities to their fellow humans without setting up large government apparatuses and regimenting rules that suffocate individual sovereignty. By solving basic security hungers and stretching multiple safety nets among the general populace, philanthropy has made Americans much more tolerant of the creative destruction that's part of a dynamic economy, leaving us with a freer and faster-growing economy than comparable industrial nations. Philanthropy has thus been crucial in allowing America to grow up as an exceedingly rare society where average people can steer their own lives without the state lurking over their shoulder. 12. Donating money is sometimes too much about the giver's needs! Giving is a two-way transaction, and the satisfactions of helping are just as

real and just as good for human flourishing as the satisfactions of having someone come to your aid. That's why even people

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with little disposable income are eager to give, and feel good when they do.

Social science research supports this. In a 2008 paper, three investigators gave study participants money, and then asked half of them to spend it on themselves, and the other half to give it to some person or charity. Those who donated the money showed a significant uptick in happiness; those who spent it on themselves did not.

Other academic work has shown that offering aid can actually make the giver healthier, lowering blood pressure, stress, illness, and mortality. Americans who make gifts of money and time are more likely to prosper and be satisfied with life than non-givers who are demographically identical. A 2014 book by the University of Notre Dame researchers concludes, "The more generous Americans are, the more happiness, health, and purpose in life they enjoy. This association is strong and highly consistent. Generous practices actually create enhanced personal well-being."

We shouldn't overlook or discount the good effects of giving on the giver.

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Read more stories by Karl Zinsmeister.

Karl Zinsmeister is creator of The Almanac of American Philanthropy, a new encyclopedic reference to the field, just released by The Philanthropy Roundtable.

DOI:10.48558/jm4I-v703

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short of their potential and of society's high expectations. Foundations can and should lead social progress. They have the potential to make more effective use of scarce resources than neither individual donors or the government. Free from political pressures, foundations can explore new solutions to social problems with an independence that government can never have.

Foundations Create Value in Four Ways

One grant  
 Multiple grants  
 3X-5X  
 Entire operating budget of one organization  
 50X-100X  
 Entire field  
 >1,000X  
 millionsDollar value of resources affected by foundation activity

Each successive approach leverages a foundation's special assets more than the preceding one as the pool of value grows. Selecting the Best Grantees.

The process of value creation here is straightforward. Like investment advisers in the business world, foundations can use their expertise to channel resources to their most productive uses within the social sector by funding organizations that are the most cost effective or that address urgent or overlooked problems.

For example, of the many organizations that seek funding for programs aimed at reducing the high school dropout rate, a foundation can select the most effective one. Thus its dollar will earn a higher social return than a dollar given less knowledgeably by an individual donor. In this way, choosing recipients and allocating funds is itself a source of value.

Foundations use their expertise to benefit from the increased tourism. The Packard Foundation's grant paid for marketing consultants who taught CEDO how to turn tourists into members, creating an ongoing revenue stream for CEDO far greater than the Foundation's \$50,000 grant.

The Echoing Green Foundation, created by venture capitalist Ed Cohen, gives \$1.4 million a year to improve the performance of the nonprofit sector even more broadly. It invests in social entrepreneurs, individuals with the drive and vision to catalyze social change. It aims to build a community of public-service leaders who share their experience, knowledge, and energy with one another. To date, Echoing Green has funded more than 300 fellows who not only pursue their own projects but also visit with one another to share best practices. The lessons learned are recorded, distributed to all grantees, and made publicly available.

In the fall of 1998, for example, the Charles and Helen Schwab Family Foundation in San Mateo, California, joined with the Peninsula Community Foundation and the Sobrato Foundation in a \$2 million, two-year initiative to address internal issues of management and growth at 16 local family-service agencies.

Every eight weeks for the life of the project, foundation staff members meet with all 16 agency directors. Management experts are brought in to address relevant topics. As a result of the group discussions, three of the grantees have decided that they can.

The range of ways in which foundations can assist nonprofits goes well beyond making management-development grants. Foundations can become fully engaged partners, providing advice, management assistance, access to professional services, clout, and a host of other non-cash resources. Improving the performance of grant recipients often requires foundations to work closely with grantees. It also requires the willingness to engage for the long term. Foundations are capable of both.

Foundations can operate more efficiently if they merge, and foundation staff has worked closely with them to accomplish the merger. Because technology management has surfaced as a major issue, the foundations have researched and funded technology needs at several of the agencies.

Advancing the State of Knowledge and Practice. Foundations can create the greatest value by funding research and a systematic progression of projects that produce more effective ways to address social problems. At its best,

such work results in a new framework that shapes subsequent work in the field—making every dollar spent by philanthropists, government, and other organizations more productive. Within six years, India doubled its rice production, and Mexico, once an importer of wheat, became an exporter. Nigeria and Colombia created their own research institutes modeled on the foundations’ research. The Rockefeller Foundation subsequently disseminated its results to organizations from 28 developing countries. Altogether, many millions of the world’s poorest people benefited from the knowledge created by those two foundations. Foundations are uniquely positioned to study a field in depth. They can set a new agenda and change both public sentiment and government policy. The green revolution, for example, had its roots in research sponsored jointly by the Ford and Rockefeller Foundations in the late 1950s and early 1960s. Concerned with world hunger and population growth, the two foundations created research institutes that developed new strains of wheat and rice that doubled and tripled crop output per acre.

Studies by the Carnegie Foundation have had a similarly powerful impact on education in the United States over the last 95 years. In 1904, Carnegie funded research by Abraham Flexner on the state of medical education, which revealed a widespread lack of it. In the field of education, the Philanthropic Ventures Foundation in Oakland, California, for example, focuses on grassroots funding. In 1995, PVF created the Teacher Resource Grants program. Working within the large field of education, PVF chose a specialized positioning appropriate to its small size. PVF provides inexpensive but badly needed classroom materials to teachers in its region—materials that are useless if they don’t arrive quickly, when the teacher needs them. PVF notified more than 6,000 teachers that grants of up to \$1,500 would be available for classroom materials, field trips, or teacher training courses. (After a year of experience, PVF lowered the ceiling to \$500 per grant.) Teachers refer to the program as the “fax-grant program” because the foundation takes requests by fax, and then sends an answer within one hour of receipt and a check within 24 hours. Since its positioning is to help under-resourced teachers and it makes thousands of small grants, the Philanthropic Ventures Foundation developed a no-paperwork rule, freeing teachers from time-consuming grant applications. PVF finds that an elaborate process around the receipt, investigation, consideration, and funding of grant requests is not necessary in its chosen area. PVF is a perfect example of a foundation that tailored its activities to create value. Only by doing things differently from others, in a way that is linked tightly to what the foundation seeks to accomplish, can it achieve greater impact with the same grant dollars or enable its grantees to be more successful. Tailoring activities to strategy is the way a foundation institutionalizes and reinforces its distinctive strengths.

The tyranny of the grant cycle, with barely the time to write up pending grant requests between board meetings. (See the exhibit “Resources Are Scattered”.)

Resources Are Scattered across too many fields

U.S. Foundations by Asset Size

Asset Size	Number of Foundations	% of Total Assets
\$100+ million	44	52%
\$50–\$100 million	155	25%
\$10–\$50 million	1,151	16%
\$1–\$10 million	5,250	10%
Under \$1 million	59,999	7%

The largest 6% of foundations contributed approximately 74% of all grants. The data show that resources are spread thin at foundations of all sizes, but the problem is more acute at the smaller foundations.

across staffs spread too thin across too many small grants

Resources Are Scattered . . . Source: The Foundation Center,

based on a sample of 1,000 foundations giving at least \$1 million in 1997 and excluding grants below \$10,000.

Grant Size	Number of Grants
\$0 - \$49,999	549,543 (52 grants)
\$50,000 - \$99,999	560,754 (81 grants)
\$100,000 - \$499,999	551,525 (157 grants)
\$500,000 - \$999,999	510,334 (251 grants)
\$1,000,000+	522,615 (397 grants)

Average grant size (excluding those below \$10,000): \$150,000

Source: The Foundation Center based on a sample of 1,000 foundations giving at least \$1 million in 1997 and excluding grants below \$10,000.

The average foundation, for example, makes grants in ten unrelated fields every year, where fields are such broadly defined areas as education and health care. Fewer than 9% of foundations make 75% or more of their grants in a single field, and only 5% focus more than 90% of their grants in one field. Such scattered giving is inconsistent with a clear strategic positioning. Nor do the data suggest that many foundations are taking advantage of their unique ways to create value. Among the largest foundations, with assets in excess of \$1 billion, each professional employee handles approximately seven grants per year (and up to 100 times as many grant requests). There are, on average, just three professional employees for every field in which the foundation makes grants. Staff at the largest foundations may well have sufficient time and expertise to evaluate grants, but it is hard to see how even the most dedicated staff could have much time to assist grantees. The smaller the foundation, the more stretched the staff. Among the hundreds of foundations with \$50 million to \$250 million in assets, there are five times as many grants per professional, and an average of two staff members handle grants in 11 unrelated fields. The smallest foundations often rely on the volunteer efforts of trustees, making it almost certain that many decisions are reached with little formal evaluation at all. Those broad metrics also suggest that foundations are not using the more powerful forms of value creation beyond selection. Foundations rarely contribute resources other than financial support. Only 2.2% of foundation grants were designated to improve the grantees' performance. Ninety-five percent of all foundation grants are for one year. Although one-year grants are sometimes awarded for several years in a row, there is little evidence that foundations exploit the opportunity to work more closely with grantees over extended periods of time to improve their performance. Foundations, which should be able to take the long view, tend to focus on grant making quarter-to-quarter. Finally, while foundations express a strong interest in innovation and advancing the state of knowledge about society's problems, very few fund studies that explore the relative effectiveness of different approaches to a given problem. Only 8.8% of foundation grants went to research, and most of that was in basic medical and scientific areas. Funding studies or data collection is rare, and foundations generally see them as less desirable than current social services. Instead of funding research, many foundations seek to promote innovation through seed grants that are designed to establish and support specific new programs. There is little benefit, however, in starting new initiatives if they do not survive and grow. Too often foundations overlook projects aimed at fostering the growth and replication of new initiatives, or they fail to support the grantee over an appropriately long time span. They rarely do the up-front research and the postevaluation needed to ascertain if their programs have been successful and have continued to thrive after the initial period of seed grant support. In some ways, however, the overall failure to evaluate the results of foundation grants is the most telling danger sign of all. Almost no money is set aside for program evaluation. Many foundations are

ambivalent about whether funds should be spent on evaluation and whether assessing the performance of past grants can improve future grant making. This ambivalence about evaluation is reinforced by the performance criteria used to judge foundation staff. These tend to emphasize the paper trail of pregrant analysis and recommendations and give little credit for achieving the real-world results that motivated the grant in the first place. Program evaluation, therefore, has only a downside: failure risks censure, but success adds no reward.

The evaluations that do take place are often problematic in three ways. First, they are limited to reports as to whether the money was spent as intended (output evaluation); they do not attempt to measure social impact (outcome evaluation). Second, many of the evaluations are done by the grant recipients themselves, who invariably seek further support from the foundation. How objective and reliable are these reports likely to be? Third, even in the few cases where the social impact of a program is measured by an outside consultant, it is usually assessed at the single grantee level, in isolation from the foundation's other grants. Therefore, it does not reflect the foundation's success in reaching its overall goals.

Certainly, evaluation may at times be costly and complex. But given clear goals at the outset, it is always possible. The criteria to evaluate a job-training program will differ from those used to evaluate a funding program for young artists. But meaningful criteria can be established for both.

Consider the San Francisco-based Roberts Enterprise Development Fund, which focuses on creating employment for the homeless and indigent. Working closely with its grantee Rubicon Programs, REDF developed 25 criteria that not only measure the success of job-training programs but also help Rubicon to manage the programs more effectively. In addition to the most obvious criteria—changes in employment stability, wages, and job skills—REDF and Rubicon found that related factors such as substance abuse and even qualitative factors such as the trainees' own assessments of their success in reaching personal goals were all meaningful measures of outcomes the program was trying to achieve.

Without evaluation, a foundation will never know whether or not it has been successful. The most basic premise of strategy—striving for superior performance—is violated if performance is not measured.

Addressing the New Agenda

How can foundations begin down the path we have outlined? A number of foundations, including those operating under the new rubric of venture philanthropy, are already moving in the direction outlined here. But none that we have encountered has gone all the way. Putting these elements together into a coherent whole will require developing a strategy, aligning operations with that strategy, and revising the foundation's governance so that the strategy can be monitored effectively. Responsibility for such change lies ultimately with the trustees and directors, who are the fiduciaries accountable for the use of the foundation's (and society's) funds.

To develop a strategy the place to start is positioning. This always requires systematic thought and research into important social challenges that are not being addressed well by others. The goal is not necessarily to identify the most important problem, since many are important. What matters is how effectively the foundation can contribute to its solution.

Second, a foundation can learn from prior efforts within its chosen area of funding. Do current socioeconomic trends favor one approach over another? What are other organizations doing in the field? Can the work of this foundation reinforce or complement theirs? Can we uncover root causes of the problem?

Third, what unique strengths will enable this foundation to



create value most effectively in its field? Part of the answer to this question comes from examining objectively where the foundation has made the greatest impact in the past. It also comes from a realistic assessment of weaknesses.

Scale plays an important role in the choice of strategy. A foundation needs enough resources to pursue its particular way of creating value. Larger foundations may well have the scale to work in more than one field. If they choose to do so, each area must have its own strategy and tailored operations. All foundations, however, can create more value by putting a greater proportion of their resources to work. This means stepping up the rate of giving in their chosen fields and investing a portion of their investment portfolios to support their philanthropic work.

Once the foundation has chosen a strategy, it can begin to realign its operations. A foundation, like any enterprise, is a collection of many activities. Each activity—how proposals are solicited, for example, and how grantees are supported—must be tailored to the chosen strategy. A particularly important aspect of operational alignment is the development of measures to help the foundation know whether or not it has been successful.

Operating strategically will require most foundations to rethink their governance systems. Change will be difficult in an environment where the pressure of processing grants and getting the money out the door extends beyond the staff to the boardroom. Today boards of all but the very largest foundations discuss and approve specific grant allocations at their meetings. Without goals or strategy, they have no way to delegate the grant selection process to staff and no framework through which to evaluate their experience. The Chicago-based Crown Foundation, in an effort to break this cycle, considers grant requests at only two of its quarterly board meetings each year; the other two are reserved for discussing policy, reviewing performance, and studying issues in more depth. Boards need to move away from the operating function of approving grants to focus on setting strategy and evaluating outcomes.

With goals, a strategy, and evaluation mechanisms in place, staff could have greater independence to make grant decisions themselves on a more timely and flexible basis. At the Colorado Trust, the board considers and approves multiyear, multimillion-dollar initiatives that have clearly defined goals and a clearly articulated strategy. Once the board sets the framework, program staff has the authority to make individual grants for the life of the initiative. Staff members, then, have greater responsibility and more freedom to make decisions on individual grants, and the board has the time to study the field, set overall strategies, and assess staff performance.

For those who care deeply about social problems and work tirelessly to make a difference, current foundation practices not only diminish effectiveness, they inevitably reduce the satisfaction that donors, staff, and trustees derive from their work. Scattered funding, short-length relationships with grantees, and a lack of awareness of outcomes necessarily create a divide between the foundation and the ultimate results of its work. Acting strategically is much more difficult. But for trustees and staff alike, it will be far more rewarding as well.

Improving the performance of philanthropy would enable foundations to have a much greater impact on society. Foundations could play a leading role in changing the culture of social sector management. They could spearhead the evolution of philanthropy from private acts of conscience into a professional field. Until foundations accept their accountability to society and meet their obligation to create value, they exist in a world where they cannot fail. Unfortunately, they also cannot truly succeed.

A version of this article appeared in the November–December

1999 issue of Harvard Business Review. Michael E. Porter is the Bishop William Lawrence University Professor at Harvard Business School. He has served as an adviser to governments and campaigns around the world on the advancement of social policy and economic policy, including Mitt Romney's presidential campaign. His latest paper is The Role of Business in Society. He is an academic adviser to the Leadership Now Project. Mark R. Kramer is a senior lecturer at Harvard Business School. He is also a cofounder of the social impact consulting firm FSG and a partner at the impact investing hedge fund at Congruence Capital. Recommended For You Blue Ocean Strategy What Is Strategy Again? PODCAST Could a New Business Model Make Clinical Drug Trials More Accessible to Patients? Seven Surprises for New CEOs

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communicator and relationship builder, driving operational excellence and innovation. \nAcadly, Inc. \u2013 San Francisco, CA\nCustomer Success Manager, 2022 – 2023\nIncreased user satisfaction by 20% within a six-month timeframe by establishing and nurturing impactful relationships with users and administrators.\nGenerated a 15% surge in qualified sales leads over a quarter by implementing a dynamic outreach strategy, including personalized email campaigns and strategic calls.\nEnhanced data accuracy by 30% through meticulous consolidation of interaction data in the CRM system.\nBoosted conversion rates by 10% over a targeted period by strategically mapping accounts, identifying key decision-makers, and gaining insights into budgetary considerations.\nCommercial Fire \u2013 Jacksonville, FL\nPremier Affiliate Service Coordinator, 2022 \u2013 2022\nAchieved an 86% on-time completion rate for fire systems&#x27; annual and quarterly inspections.\nSuccessfully managed a rolling portfolio of fire systems work orders totaling over \$500,000.\nRevature \u2013 Tampa, FL\nSoftware Development Associate, 2019 \u2013 2020\nDeveloped and debugged full-stack software applications individually and collaboratively utilizing technologies such as Oracle SQL, Java, Hibernate, Spring, HTML, JavaScript, and Angular 6, contributing to a 15% increase in overall system performance.\nCollaborated with other developers on a social media web-based application focused on creating a \u201cFacebook\u201d type community for the Software Development staff, resulting in a 20% increase in engagement among team members.\nCreated, designed, and programmed a web-based expense reimbursement system that provided, assisted, and tracked employee expense reimbursement submissions and approvals, reducing processing time by 25%.\nJacksonville Transportation Authority \u2013 Jacksonville, FL\nService Delivery Manager, 2019 \u2013 2019\nLed operations supervisors and bus operators to ensure safe and efficient delivery of transit services, achieving a 99.5% on-time performance rate.\nPlanned and led community engagement initiatives, including networking with several local businesses along key bus routes, resulting in a 10% increase in positive public relations sentiment.\nEnsured 100% compliance from contract employees to collective bargaining agreement through team-building and championing employee accountability and best practices, reducing labor disputes by 20%.\nPED Academy \u2013 Prague, Czech Republic\nEnglish Language Tutor and TEFL Instructor, 2017 \u2013 2018\nCreated and presented interactive, challenging, and engaging English language lessons to learners aged 4-15 years old in group sizes ranging from 8-17, boosting student participation by 20%.\nDeveloped an innovative storytelling game for older students, which served to help develop their critical thinking and public speaking skills, leading to a 15% improvement in comprehension and communication skills.\nWrote, coordinated, and produced a holiday-themed theatrical performance by students, which allowed them to practice English language skills, public speaking, and performance arts, garnering positive feedback from parents and the community.\nCSX \u2013 Jacksonville, FL\nManager of Operations and Data Control, 2014 \u2013 2017\nCollaborated with internal customers and stakeholders to improve processes, document, report, and address line-of-road mechanical incidents, productivity, and safety metrics, reducing incident rates by 15% and improving productivity by 10%.\nProvided operations support and guidance to field employees to maintain an optimal car and locomotive repair shop and service center performance, achieving a 99.5% on-time repair completion rate.\nCommunicated extensive progress reports to Senior Executive Leadership, demonstrating a 20% increase in overall operational efficiency.\nPlanned, coordinated, and facilitated line-of-road repair, derailments, and wrecking services and managed 1,000+ locomotive repair support calls per month,

earning the #1 responder designation for timely problem resolution and escalations. \n\n\nService Center Manager, 2013 \u2013 2014\nManaged all facets of service center operations and led union employees to service and repair locomotive engines and associated parts in compliance with government standards and regulations, achieving a 97.9% service center quality assurance rating, surpassing industry benchmarks by 1%.\*\nMaintained a 100% Service Center safety record (over 180 days human factor train accident and injury-free) through diligent monitoring and leadership of contract employees, reducing incident rates by 20% compared to industry averages.\nCultivated a safety-first employee culture by implementing the latest in best practices and quality assurance standards, resulting in a 15% increase in employee safety awareness and engagement.\nCanadian Pacific \u2013 Minneapolis, MN\nCollector, 2012 \u2013 2013\nManaged outstanding accounts and generated past-due invoices and collections correspondence, recovering over \$2 million in past-due revenue and reducing collection costs by 10%.\nResolved contractual and billing concerns to bring accounts current and investigated unapplied funds from over-payments, identifying and recovering over \$500,000 in unapplied funds.\nSuccessfully kept past-due balances, on all accounts, under \$150K, exceeding company targets by 40%.\nReduced outstanding balances on revolving accounts by 35% through working relationships with customer accounts-payable employees, strengthening customer relationships and improving payment collection efficiency.\nReduced unapplied funds on accounts by 65% through investigative, detailed accounting, demonstrating exceptional attention to detail and financial acumen.\n\n\nCustomer Service Operations Representative, 2005 \u2013 2011\nProvided customer service operations and clerical support to internal stakeholders (operations managers, train masters, and conductors) and freight transportation service customers, consistently exceeding customer satisfaction expectations.\nPresented database reports, validated data, and relayed train movements with 99.9% accuracy, ensuring timely and informed decision-making.\nBuilt relationships with and mentored 15 newly on-boarded staff, fostering a positive and productive work environment and reducing onboarding costs by 15%.\nMaintained 100% hazardous material documentation compliance through strict adherence to industry best practices and Federal Railroad Administration regulations, demonstrating a commitment to safety and regulatory compliance.\n\n\nEDUCATION\n\n\nM. A. Organizational Leadership, Claremont Lincoln University \u2013 Claremont, CA Expected completion September, 2024\nM.P.M Project Management, Rome Business School \u2013 Rome, Italy\nCustomer Success Fellowship, SV Academy, \u2013 San Francisco, CA\nTEFL Certification, The Language House \u2013 Prague, Czech Republic \nB. S. Business Administration, Metropolitan State University \u2013 St. Paul, MN\n2024\n2023\n2022\n2017\n2012\n\n\n"], "status": "finished\_successfully", "end\_turn": null, "weight": 1.0, "metadata": {"request\_id": "889a9ef94a5c0e43-MXP", "message\_source": null, "timestamp\_": "absolute", "message\_type": null}, "recipient": "all", "channel": null}, "parent": "76090380-8785-4180-b20c-2ee493f4a4e5", "children": ["347c6d69-02b1-4c60-b139-86ca77500f14"], "347c6d69-02b1-4c60-b139-86ca77500f14": {"id": "347c6d69-02b1-4c60-b139-86ca77500f14", "message": {"id": "347c6d69-02b1-4c60-b139-86ca77500f14", "author": {"role": "assistant", "name": null, "metadata": {}}, "create\_time": 1716693545.208335, "update\_time": null, "content": {"content\_type": "text", "parts": ["I will now generate your online profile.\n\nI will create a concise profile using the information you've provided.\n\n### Name\nAlexis Lindsay\n\n### Bio\nVersatile business leader with expertise in logistics, software, and project management.\n\n### Links\n1. [LinkedIn] (



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earning my Masters with them. Their core values which they refer to as the claremont
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which the university operates. Claremont LINCOLN uNIVERSITY IMPARTS A HOLLISTICALLY
GUIDED EDUCATIONAL PROGRAM AND ALL ONLINE TOO! They have an open position I'd be
perfect for. I LOVE IF YOU COULD USE THE INFORMATION AND INSIGHTS GLEANED
FROM MY ATTACHED RESUME AND THE JOB POSTING BELOW TO CREATE A RESUME TAILORED TO THE
JOB POSTING AND ONE THAT OF COURSE MAKES ME STAND OUT AS AN IDEAL CANDIDATE FOR THE
ROLE. \n\n\nheres the job posting for this job I'd be perfect
for:\n\n\n\nDEVELOPMENT MANAGER, EDUCATIONAL PARTNERSHIPS\nPosition Title: Development

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Manager, Educational Partnerships\nDepartment: Educational Partnerships\nReports to: Director, Educational Partnerships\nStatus: Full-time/Salaried\n\nABOUT CLAREMONT LINCOLN UNIVERSITY\n\nVISION: A world transformed by ethical leaders and engaged communities.\nMISSION: Claremont Lincoln University unlocks the potential of current and future leaders who seek to address significant social, economic, and environmental challenges.\nVALUES:\n\nExcellence in Education and Student Success \u2013 By fiercely supporting student success, we pioneer the future of learning and leadership. To promote excellence in teaching and learning, we champion scholar-practitioner expertise as vital to the effectiveness of our Claremont Core\u2014and programs. Through our commitment to highly engaging curricula and teaching, we ensure that active learners become transformative leaders.\n\nCatalysts for Change \u2013 Committing to innovative thinking about the purposes and practices of learning, we champion our mission and educate for change, focusing on action and impact. Responding to current and future challenges, we embrace new ideas and novel solutions to transform the world through ethical leaders and engaged communities.\n\nEthical & Responsible \u2013 Through mutual accountability and ownership, we educate and lead with ethics, integrity, and sustainable business practices. Dedicated to academic integrity and equity, we foster measured, reasonable, and intentional dialogue and collaboration.\n\nDiversity and Inclusion \u2013 To sustain CLU\u2019s distinctiveness, we cultivate a culture of inquiry, inclusion, and trust for robust dialogue and lasting collaboration. By valuing different perspectives, we encourage rich and expansive engagement that leads to creative, collective outcomes.\n\nPURPOSE OF THE POSITION\n\nReporting to the Director, Educational Partnerships, the Development Manager, Educational Partnerships plays a key role in helping Claremont Lincoln University (CLU) achieve enrollment goals by proactively and strategically expanding the CLU/LILP partnership network, strengthening the marketing position and relevance of CLU programs in the employment market.\n\nABOUT THE POSITION\n\nResponsibilities: All responsibilities are presumed to reflect the effective implementation of best practices. Technology will be leveraged as an enabler whenever practical. Internal controls will be installed to ensure that all activities comply with acknowledged standards of fiduciary due care, nonconflicts of interest and confidentiality.\n\nCollaborate with the Director, Educational Partnerships to develop and implement partnership strategies and establish departmental goals;\n\nActively seek and develop new partnerships that align with the CLU/LILP missions, strategic objectives, and values;\n\nIntroduce creative, innovative solutions for expanding partnership to new markets;\n\nConduct partner prospect research and develop prospect briefings, offering a summary of a prospect\u2019s background and strategic alignment with CLU/LILP program offerings, values, and areas for collaboration;\n\nInitiate contact with prospective partners with a high level of professionalism and discernment;\n\nCommunicate regularly with prospective partners, and occasionally partners, providing responsive, professional, and courteous support;\n\nStay abreast of industry trends to identify emerging partnership opportunities;\n\nManage pipeline of prospective partners in the CRM ensuring effective follow up and engagement;\n\nProvide timely, professional follow up on new partnership leads generated by staff, board, students, and alumni;\n\nRepresent CLU/LILP at various events to nurture existing partnerships and forge new ones;\n\nProvide administrative and scheduling support of prospective partner meetings, follow-up, and communication;\n\nDevelop, monitor, achieve, and report on key performance indicators (KPIs) for prospective partnerships, ensuring alignment with strategic objectives;\n\nManage design, production, and creation of

materials related to partner development, including pitch decks, meeting agendas, promotional materials;\nCollaborate with enrollment team members on partner lead activities, recruitment opportunities, and customer service training to ensure positive partner experiences and drive student referral;\nContribute to and prepare reports as needed for regular leadership meetings, board meetings, and partner data requests;\nWork collaboratively with Associate Director, Educational Partnerships, and the marketing team to develop engaging content and messaging that effectively communicates CLU values and programs, and customizing content based on target prospective partner audiences and industries;\nAssist with the creation of marketing assets for partner prospect outreach and campaigns;\nWrite and proofread copy for emails, outreach campaigns, and other internal/external communications, as needed;\nContribute to a collaborative, team culture within the Educational Partnerships department and with colleagues across departments;\nBe a thought partner, collaborator, and resource to the department, leadership, and staff; and\nPerform miscellaneous job-related duties as assigned.\nWorking Conditions:\n\nThis position is full-time, fully remote, and allows you to work from anywhere within the United States with occasional days in office.\nThis position will require travel for partnership development meetings, events, and in-person office gatherings up to 30% of the time.\nAll remote employees will be provided with the necessary technology and tools to connect and collaborate effectively with their teams.\nThe role involves regular interaction with internal and external stakeholders in a dynamic, fastpaced environment.\nDespite working remotely, you will be a part of a vibrant university culture with frequent virtual engagement and collaboration, and video conferencing will be a daily, integral part of our communication strategy.\nCompensation: \$75,000 \u2013 \$90,000, commensurate with experience\n\nOur Benefits: Benefits highlights include but are not limited to (a) 3x employer contribution towards retirement matching your employee contribution up to 15%, (b) health insurance, (c) dental insurance, (d) vision insurance, (e) 100% reimbursement of the health care deductible through a health reimbursement account, (f) short-term disability coverage, (g) long term disability coverage, (h) paid parental leave, (i) voluntary insurances such as accident insurance, (j) health care flexible spending, (k) dependent care flexible spending, (l) paid time off for holidays, vacation, personal, sick, bereavement, and jury duty, (m) office closure between December 24 \u2013 Jan 1 each calendar year, (n) tuition and staff development reimbursement, (o) pet insurance, and (p) Employee Assistance Program.\n\nQUALIFICATIONS\n\nMinimum Education and Experience:\n\nBachelor\u2019s degree required; Master\u2019s degree preferred.\n\nMinimum of five years work experience preferred, preferably in partnership management, business development, project management, development, or at a nonprofit organization.\n\nKnowledge and/or experience with a CRM platform is preferred.\n\nKnowledge, Skills, Abilities:\n\nA sense of self-direction, deadline-driven, detail-oriented, flexible, and well-organized.\n\nHigh degree of software literacy; experience with Microsoft Office Suite; Google Suite; Zoom preferred.\n\nDemonstrated ability to think strategically, problem solve and manage multiple tasks concurrently.\n\nSuperior time management, organizational skills, and attention to detail.\n\nHigh resourcefulness with ability to thrive in an entrepreneurial environment.\n\nStrong written and verbal communication skills.\n\nEffective communicator, with active listening and interpersonal skills, who understands the needs of diverse audience members and can tailor messages accordingly.\n\nExcited about early-stage opportunities.\n\nPositive attitude, excellent interpersonal

skills, and the ability to work cooperatively with others in a team-oriented, fast-paced, and exciting work environment.

- Ability to plan, set expectations, and accomplish objectives within specific timeframes.
- Ability to lead and direct others.
- Must be passionate about the mission of CLU and LILP.

All applicants must submit a cover letter and resume to [brogers@claremontlincoln.edu](mailto:brogers@claremontlincoln.edu).

Logo for The Western Association of Schools and Colleges (WASC) accredits degree-granting post-secondary educational institutions throughout California, Hawaii, and the Pacific as well as a limited number of institutions outside the United States. WASC is one of seven institutional accrediting agencies formerly known as the regional accreditors approved by the US Department of Education and a member of Council for Higher Education Accreditation (CHEA). The Commission encourages continual institutional improvement and assures the membership and its constituencies, including the public, that accredited institutions are fulfilling their missions in service to their students and the public good.

Claremont Lincoln University logo

ABOUT PROGRAMS ADMISSIONS REQUIREMENTS TUITION & FINANCIAL AID STUDENT & ALUMNI RESOURCES STUDENT ACHIEVEMENT & ACCREDITATION LIBRARY FACULTY CONTACT STUDENT STORIES CLU NEWS EVENTS CAREERS

2024 Claremont Lincoln University, 150 W. First Street, Claremont, CA 91711

Claremont Lincoln University admits students of any race, color, national origin, and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, national origin, and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.

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systems&#x27; annual and quarterly inspections.\nSuccessfully managed a rolling portfolio of fire systems work orders totaling over \$500000.\nRevature \u2013 Tampa FL\nSoftware Development Associate 2019 \u2013 2020\nDeveloped and debugged full-stack software applications individually and collaboratively utilizing technologies such as Oracle SQL Java Hibernate Spring HTML JavaScript and Angular 6 contributing to a 15% increase in overall system performance.\nCollaborated with other developers on a social media web-based application focused on creating a \u201cFacebook\u201d type community for the Software Development staff resulting in a 20% increase in engagement among team members.\nCreated designed and programmed a web-based expense reimbursement system that provided assisted and tracked employee expense reimbursement submissions and approvals reducing processing time by 25%.\nJacksonville Transportation Authority \u2013 Jacksonville FL\nService Delivery Manager 2019 \u2013 2019\nLed operations supervisors and bus operators to ensure safe and efficient delivery of transit services achieving a 99.5% on-time performance rate.\nPlanned and led community engagement initiatives including networking with several local businesses along key bus routes resulting in a 10% increase in positive public relations sentiment.\nEnsured 100% compliance from contract employees to collective bargaining agreement through team-building and championing employee accountability and best practices reducing labor disputes by 20%.\nPED Academy \u2013 Prague Czech Republic\nEnglish Language Tutor and TEFL Instructor 2017 \u2013 2018\nCreated and presented interactive challenging and engaging English language lessons to learners aged 4-15 years old in group sizes ranging from 8-17 boosting student participation by 20%.\nDeveloped an innovative storytelling game for older students which served to help develop their critical thinking and public speaking skills leading to a 15% improvement in comprehension and communication skills.\nWrote coordinated and produced a holiday-themed theatrical performance by students which allowed them to practice English language skills public speaking and performance arts garnering positive feedback from parents and the community.\nCSX \u2013 Jacksonville FL\nManager of Operations and Data Control 2014 \u2013 2017\nCollaborated with internal customers and stakeholders to improve processes document report and address line-of-road mechanical incidents productivity and safety metrics reducing incident rates by 15% and improving productivity by 10%.\nProvided operations support and guidance to field employees to maintain an optimal car and locomotive repair shop and service center performance achieving a 99.5% on-time repair completion rate.\nCommunicated extensive progress reports to Senior Executive Leadership demonstrating a 20% increase in overall operational efficiency.\nPlanned coordinated and facilitated line-of-road repair derailments and wrecking services and managed 1000+ locomotive repair support calls per month earning the #1 responder designation for timely problem resolution and escalations.\nService Center Manager 2013 \u2013 2014\nManaged all facets of service center operations and led union employees to service and repair locomotive engines and associated parts in compliance with government standards and regulations achieving a 97.9% service center quality assurance rating surpassing industry benchmarks by 1%.\*\nMaintained a 100% Service Center safety record (over 180 days human factor train accident and injury-free) through diligent monitoring and leadership of contract employees reducing incident rates by 20% compared to industry averages.\nCultivated a safety-first employee culture by implementing the latest in best practices and quality assurance standards resulting in a 15% increase in employee safety awareness and engagement.\nCanadian Pacific \u2013 Minneapolis MN\nCollector 2012 \u2013 2013\nManaged outstanding accounts and generated past-due invoices and collections

correspondence recovering over \$2 million in past-due revenue and reducing collection costs by 10%. \nResolved contractual and billing concerns to bring accounts current and investigated unapplied funds from over-payments identifying and recovering over \$500000 in unapplied funds. \nSuccessfully kept past-due balances on all accounts under \$150K exceeding company targets by 40%. \nReduced outstanding balances on revolving accounts by 35% through working relationships with customer accounts-payable employees strengthening customer relationships and improving payment collection efficiency. \nReduced unapplied funds on accounts by 65% through investigative detailed accounting demonstrating exceptional attention to detail and financial acumen. \nCustomer Service Operations Representative 2005 \u2013 2011 \nProvided customer service operations and clerical support to internal stakeholders (operations managers train masters and conductors) and freight transportation service customers consistently exceeding customer satisfaction expectations. \nPresented database reports validated data and relayed train movements with 99.9% accuracy ensuring timely and informed decision-making. \nBuilt relationships with and mentored 15 newly on-boarded staff fostering a positive and productive work environment and reducing onboarding costs by 15%. \nMaintained 100% hazardous material documentation compliance through strict adherence to industry best practices and Federal Railroad Administration regulations demonstrating a commitment to safety and regulatory compliance. \n\n\t\nEDUCATION\t\n\n\t\nM. A. Organizational Leadership Claremont Lincoln University \u2013 Claremont CA \t\nM.P.M Project Management Rome Business School \u2013 Rome Italy\nCustomer Success Fellowship SV Academy\u2013 San Francisco CA\nTEFL Certification The Language House \u2013 Prague Czech Republic\nB. S. Business Administration Metropolitan State University \u2013 St. Paul MN\t\n2024\n2023\n2022\n2017\n2012Image Format: JPEG\nDimensions: 639 x 850", "title": "achivement resume.docx", "tether\_id": null}, "status": "finished\_successfully", "end\_turn": null, "weight": 1.0, "metadata": {"command": "context\_stuff", "is\_visually\_hidden\_from\_conversation": true, "message\_type": null, "model\_slug": "gpt-4o", "default\_model\_slug": "gpt-4", "parent\_id": "aaa2fc0d-b9a8-425c-bd1d-b052df23ff03", "request\_id": "8898d78dbf4a59b9-MXP", "timestamp\_": "absolute"}, "recipient": "all", "channel": null}, "parent": "aaa2fc0d-b9a8-425c-bd1d-b052df23ff03", "children": [{"id": "b202f35d-5a98-4b65-ab59-6264e06c5f37"}], "b202f35d-5a98-4b65-ab59-6264e06c5f37": {"id": "b202f35d-5a98-4b65-ab59-6264e06c5f37", "message": {"id": "b202f35d-5a98-4b65-ab59-6264e06c5f37", "author": {"role": "assistant", "name": null, "metadata": {}}, "create\_time": 1716674890.330271, "update\_time": null, "content": {"content\_type": "text", "parts": ["Thank you for providing the job posting and your current resume. To create a tailored resume that makes you stand out as an ideal candidate for the Development Manager, Educational Partnerships position at Claremont Lincoln University, I need a bit more information from you:\n\n1. \*\*Full Name and Professional Title\*\*\n2. \*\*Website URL (if you have one)\*\*\n3. \*\*Do you want to display your phone number and email?\*\*\n4. \*\*Additional Skills\*\*": Can you list some specific skills that you believe are most relevant to the job you're applying for?\n5. \*\*Additional Education and Experience Details\*\*": Any other relevant details about your educational background or work experience that you'd like to include?\n\nFeel free to provide this information in your own words. Once I have these details, I can generate a polished resume for you." ]}, "status": "finished\_successfully", "end\_turn": true, "weight": 1.0, "metadata": {"citations": [], "gizmo\_id": "g-2H5LQ7oHr", "message\_type": null, "model\_slug": "gpt-4o", "default\_model\_slug": "gpt-4", "pad":



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904.385.0429\nalexislindsay@yahoo.com\nwww.linkedin.com/in/alexis-lindsay\n\nSummary:  
Versatile business leader with expertise in logistics, software, and project  
management. Adept communicator and relationship builder, driving operational  
excellence and innovation.\nAcadly, Inc. \u2013 San Francisco, CA\nCustomer Success  
Manager, 2022 -2023\nIncreased user satisfaction by 20% within a six-month timeframe  
by establishing and nurturing impactful relationships with users and  
administrators.\nGenerated a 15% surge in qualified sales leads over a quarter by  
implementing a dynamic outreach strategy, including personalized email campaigns and  
strategic calls.\nEnhanced data accuracy by 30% through meticulous consolidation of  
interaction data in the CRM system.\nBoosted conversion rates by 10% over a targeted  
period by strategically mapping accounts, identifying key decision-makers, and gaining  
insights into budgetary considerations.\nCommercial Fire \u2013 Jacksonville,  
FL\nPremier Affiliate Service Coordinator, 2022 \u2013 2022\nAchieved an 86% on-time  
completion rate for fire systems&#x27; annual and quarterly inspections.\nSuccessfully  
managed a rolling portfolio of fire systems work orders totaling over  
\$500,000.\nRevature \u2013 Tampa, FL\nSoftware Development Associate, 2019 \u2013 2020\nDeveloped and debugged full-stack software applications individually and  
collaboratively utilizing technologies such as Oracle SQL, Java, Hibernate, Spring,  
HTML, JavaScript, and Angular 6, contributing to a 15% increase in overall system  
performance.\nCollaborated with other developers on a social media web-based  
application focused on creating a \u201cFacebook\u201d type community for the Software  
Development staff, resulting in a 20% increase in engagement among team  
members.\nCreated, designed, and programmed a web-based expense reimbursement system  
that provided, assisted, and tracked employee expense reimbursement submissions and  
approvals, reducing processing time by 25%.\nJacksonville Transportation Authority  
\u2013 Jacksonville, FL\nService Delivery Manager, 2019 \u2013 2019\nLed operations  
supervisors and bus operators to ensure safe and efficient delivery of transit  
services, achieving a 99.5% on-time performance rate.\nPlanned and led community  
engagement initiatives, including networking with several local businesses along key  
bus routes, resulting in a 10% increase in positive public relations  
sentiment.\nEnsured 100% compliance from contract employees to collective bargaining  
agreement through team-building and championing employee accountability and best  
practices, reducing labor disputes by 20%.\nPED Academy \u2013 Prague, Czech  
Republic\nEnglish Language Tutor and TEFL Instructor, 2017 \u2013 2018\nCreated and  
presented interactive, challenging, and engaging English language lessons to learners  
aged 4-15 years old in group sizes ranging from 8-17, boosting student participation  
by 20%.\nDeveloped an innovative storytelling game for older students, which served to  
help develop their critical thinking and public speaking skills, leading to a 15%  
improvement in comprehension and communication skills.\nWrote, coordinated, and

produced a holiday-themed theatrical performance by students, which allowed them to practice English language skills, public speaking, and performance arts, garnering positive feedback from parents and the community.

CSX Jacksonville, FL  
 Manager of Operations and Data Control, 2014-2017  
 Collaborated with internal customers and stakeholders to improve processes, document, report, and address line-of-road mechanical incidents, productivity, and safety metrics, reducing incident rates by 15% and improving productivity by 10%.  
 Provided operations support and guidance to field employees to maintain an optimal car and locomotive repair shop and service center performance, achieving a 99.5% on-time repair completion rate.  
 Communicated extensive progress reports to Senior Executive Leadership, demonstrating a 20% increase in overall operational efficiency.  
 Planned, coordinated, and facilitated line-of-road repair, derailments, and wrecking services and managed 1,000+ locomotive repair support calls per month, earning the #1 responder designation for timely problem resolution and escalations.

Service Center Manager, 2013-2014  
 Managed all facets of service center operations and led union employees to service and repair locomotive engines and associated parts in compliance with government standards and regulations, achieving a 97.9% service center quality assurance rating, surpassing industry benchmarks by 1%.  
 Maintained a 100% Service Center safety record (over 180 days human factor train accident and injury-free) through diligent monitoring and leadership of contract employees, reducing incident rates by 20% compared to industry averages.  
 Cultivated a safety-first employee culture by implementing the latest in best practices and quality assurance standards, resulting in a 15% increase in employee safety awareness and engagement.

Canadian Pacific Minneapolis, MN  
 Collector, 2012-2013  
 Managed outstanding accounts and generated past-due invoices and collections correspondence, recovering over \$2 million in past-due revenue and reducing collection costs by 10%.  
 Resolved contractual and billing concerns to bring accounts current and investigated unapplied funds from over-payments, identifying and recovering over \$500,000 in unapplied funds.  
 Successfully kept past-due balances, on all accounts, under \$150K, exceeding company targets by 40%.  
 Reduced outstanding balances on revolving accounts by 35% through working relationships with customer accounts-payable employees, strengthening customer relationships and improving payment collection efficiency.  
 Reduced unapplied funds on accounts by 65% through investigative, detailed accounting, demonstrating exceptional attention to detail and financial acumen.

Customer Service Operations Representative, 2005-2011  
 Provided customer service operations and clerical support to internal stakeholders (operations managers, train masters, and conductors) and freight transportation service customers, consistently exceeding customer satisfaction expectations.  
 Presented database reports, validated data, and relayed train movements with 99.9% accuracy, ensuring timely and informed decision-making.  
 Built relationships with and mentored 15 newly on-boarded staff, fostering a positive and productive work environment and reducing onboarding costs by 15%.  
 Maintained 100% hazardous material documentation compliance through strict adherence to industry best practices and Federal Railroad Administration regulations, demonstrating a commitment to safety and regulatory compliance.

EDUCATION

M. A. Organizational Leadership, Claremont Lincoln University  
 Claremont, CA  
 Expected completion September, 2024

M.P.M Project Management, Rome Business School  
 Rome, Italy

Customer Success Fellowship, SV Academy  
 San Francisco, CA

TEFL Certification, The Language House  
 Prague, Czech Republic

B. S. Business Administration, Metropolitan State University  
 St. Paul,

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  <div>mobilePhone</div>: <div>+39
331.265.9672</div>,
  <div>email</div>: <div>alexislindsay@yahoo.com</div>,
  <div>location</div>: <div>Claremont, CA</div>,
  <div>bio</div>: <div>Versatile
business leader with expertise in logistics, software, and project management. Adept
communicator and relationship builder, driving operational excellence and innovation.
Excited about early-stage opportunities and passionate about the mission of Claremont
Lincoln University. Committed to fostering positive relationships and delivering
transformative leadership.</div>},
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relationships with users and administrators. Generated a 15% surge in qualified sales
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strategically mapping accounts and identifying key decision-makers.</div>,
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standards and protocols.</div>,
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Associate</div>, <div>description</div>: <div>Developed and debugged full-stack
software applications using Oracle SQL, Java, Hibernate, Spring, HTML, JavaScript, and
Angular 6, contributing to a 15% increase in system performance. Collaborated on a
social media web-based application, boosting team engagement by 20%. Created a web-
based expense reimbursement system, reducing processing time by 25%.</div>,
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efficient delivery of transit services, achieving a 99.5% on-time performance rate.
Planned community engagement initiatives, resulting in a 10% increase in positive
public relations sentiment. Ensured 100% compliance with collective bargaining

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 Developed a storytelling game to enhance critical thinking and public speaking skills,  
 leading to a 15% improvement in comprehension and communication. Coordinated a  
 holiday-themed theatrical performance, garnering positive feedback from parents and  
 the community.";, "company";: "PED Academy";, "period";:  
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 Provided operations support to maintain optimal performance, achieving a 99.5% on-time  
 repair completion rate. Communicated progress reports to Senior Leadership,  
 demonstrating a 20% increase in operational efficiency. Managed line-of-road repair  
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 rates by 20%. Cultivated a safety-first culture, increasing employee safety awareness  
 by 15%.";, "company";: "CSX";, "period";: "2013 -  
 2014"}, {"title";: "Collector";, "description";:  
 "Managed outstanding accounts, recovering over \$2 million in past-due revenue and  
 reducing collection costs by 10%. Resolved billing concerns, recovering over \$500,000  
 in unapplied funds. Kept past-due balances under \$150K, exceeding targets by 40%.  
 Reduced outstanding balances by 35% through relationship building with customer  
 accounts-payable employees.";, "company";: "Canadian Pacific";,  
 "period";: "2012 - 2013"}, {"title";: "Customer  
 Service Operations Representative";, "description";: "Provided  
 customer service support to internal stakeholders and freight service customers,  
 consistently exceeding satisfaction expectations. Presented accurate database reports  
 and relayed train movements, ensuring informed decision-making. Mentored new staff,  
 reducing onboarding costs by 15%. Maintained 100% hazardous material documentation  
 compliance, demonstrating commitment to safety.";, "company";:  
 "Canadian Pacific";, "period";: "2005 - 2011"}],  
 "education";: [{"title";: "M. A. Organizational  
 Leadership";, "description";: "Focused on developing leadership  
 skills to address significant social, economic, and environmental challenges.  
 Emphasizes mindfulness, dialogue, collaboration, and change as core values.";,  
 "institution";: "Claremont Lincoln University";, "period";:  
 "Expected September 2024"}, {"title";: "M.P.M Project  
 Management";, "description";: "Concentrated on advanced project  
 management principles, including strategic planning, risk management, and stakeholder  
 engagement.";, "institution";: "Rome Business School";,  
 "period";: "2023"}, {"title";: "Customer Success  
 Fellowship";, "description";: "Specialized training in customer  
 success strategies and best practices, focusing on relationship building and client  
 retention.";, "institution";: "SV Academy";, "period";: