



Emotions and DA

Somik Raha
Senior Associate, Ulu Ventures

SDP Webinar

The Conversation that got me into DA

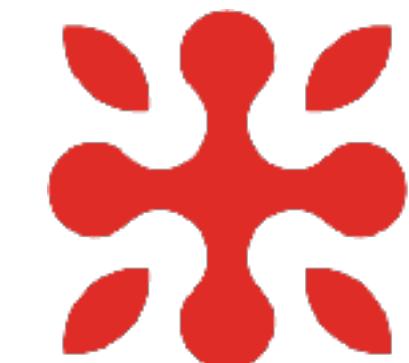


Value

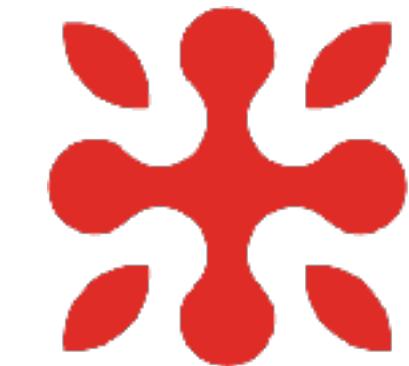
Cultural norms (e.g. integrity)

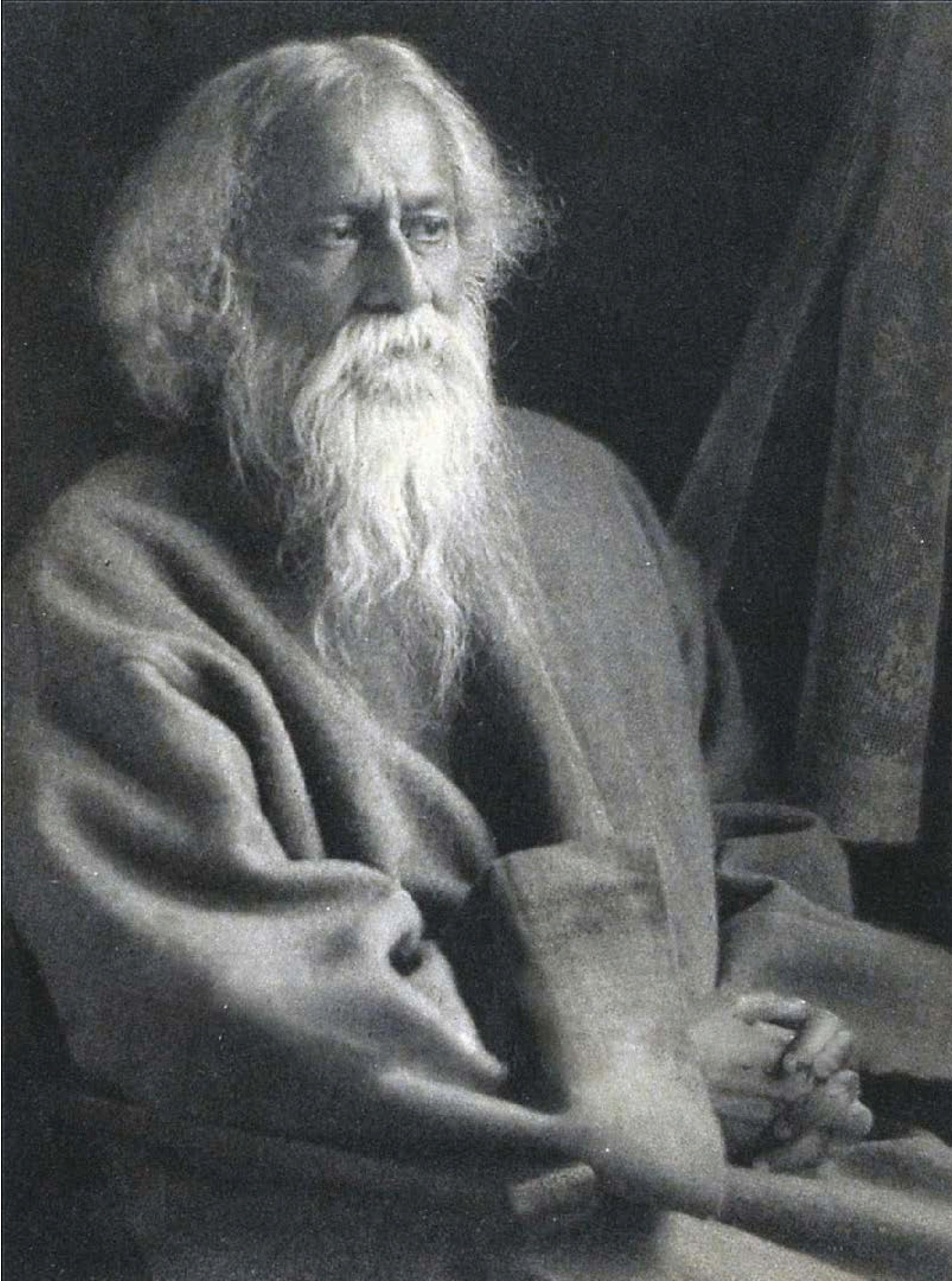
Objective functions for tradeoffs (e.g. time/money)

→ What's important to you? →



Truth. Clarity. Freedom.

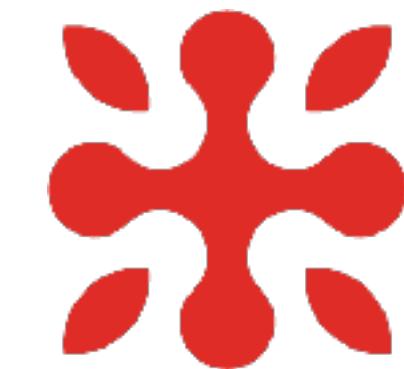




**“The small truth has words that are clear.
The great truth has great silence.”**

–Rabindranath Tagore

great silence

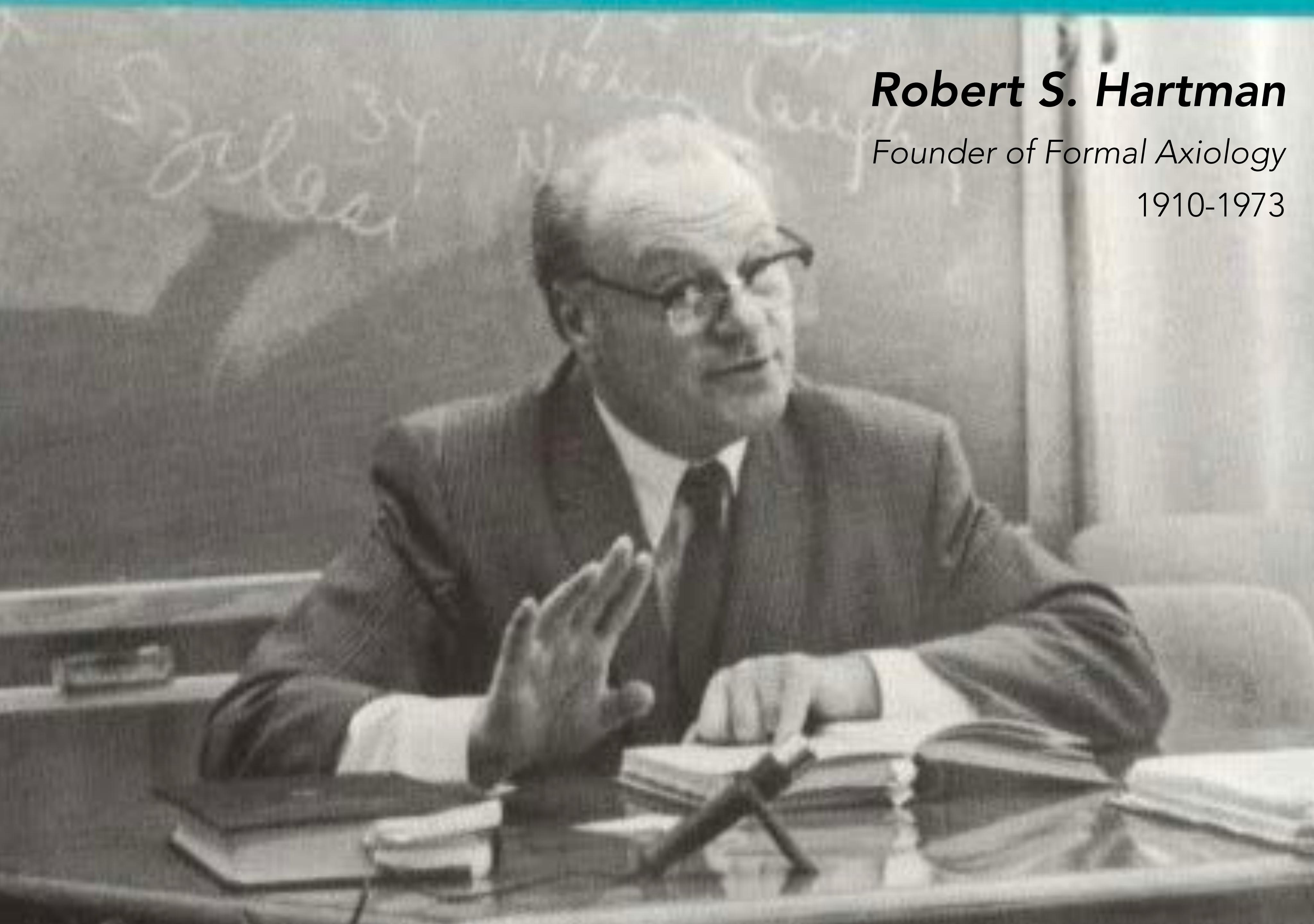


ENFORCEMENT OF THE LAW

VS.

SUDPS: VALUES-DRIVEN
STANFORD POLICE VALUES:
PUBLIC SAFETY AND EDUCATION

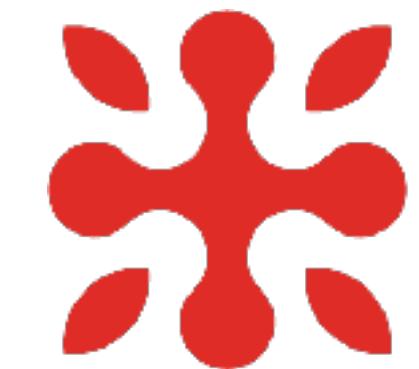


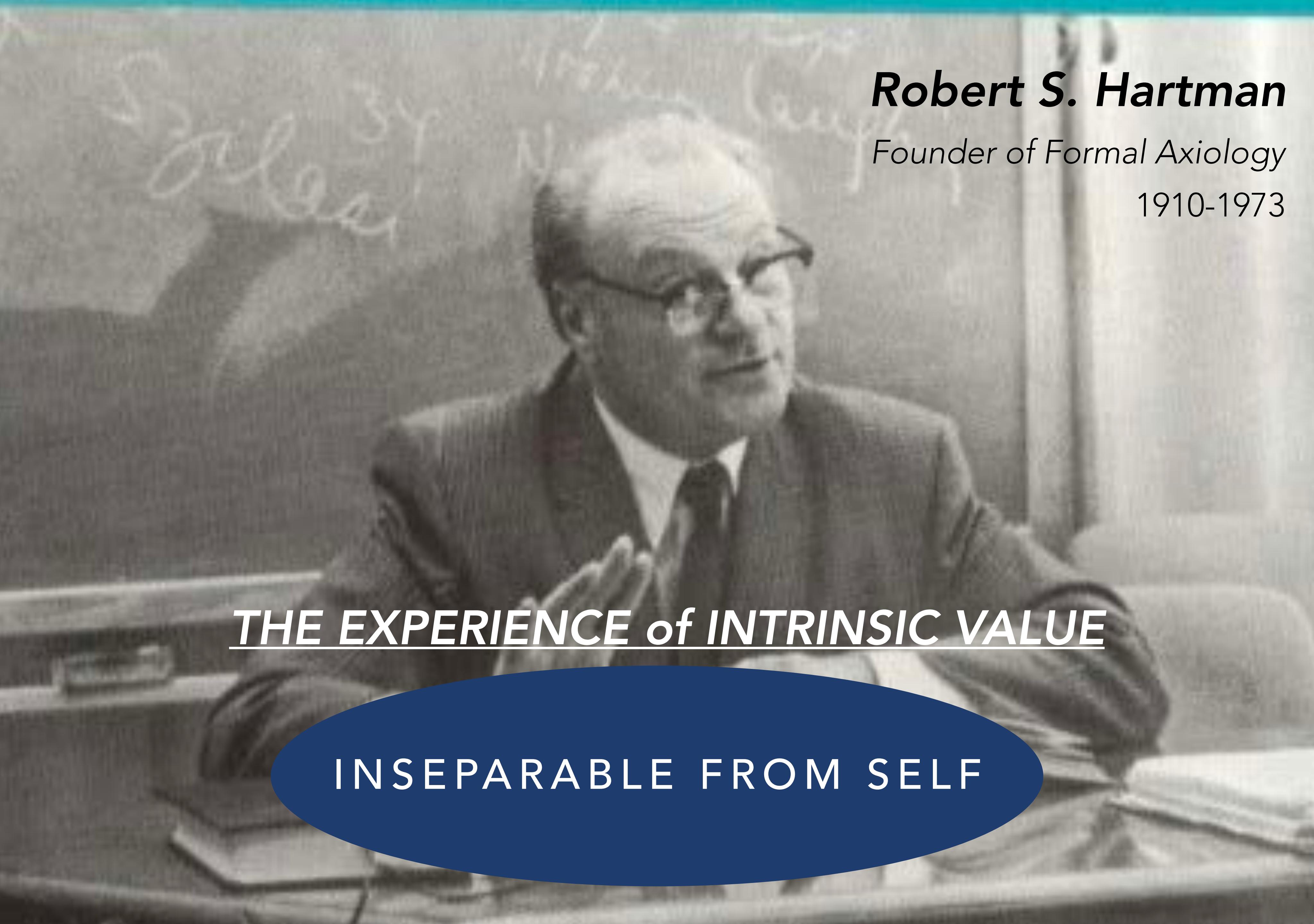
A black and white photograph of Robert S. Hartman. He is an elderly man with white hair and glasses, wearing a dark suit and tie. He is seated at a desk, looking slightly to his right with a thoughtful expression. On the desk in front of him are several books and papers. The background is a light-colored wall.

Robert S. Hartman

Founder of Formal Axiology

1910-1973





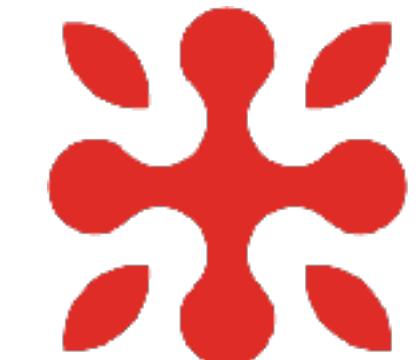
Robert S. Hartman

Founder of Formal Axiology

1910-1973

THE EXPERIENCE of INTRINSIC VALUE

INSEPARABLE FROM SELF





A different kind of listening

"As an observer, the researcher notes that when the subject discovered the intrinsic value, he immediately went silent for some seconds. When he spoke next, the researcher got the impression that he felt he was finally being understood. This assenting silence has been experienced by the researcher with other subjects as well, and might be a clue that we are touching on ground that is indeed of an intrinsic nature to the subject."

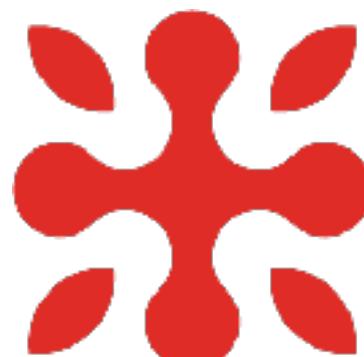
– P128, *Achieving Clarity on Value*

PHYSICAL SENSATIONS IN MY
OWN BODY

SUBJECTS FOUND IT DEEPLY
MEANINGFUL

UNUSUAL THINGS STARTED HAPPENING

"THE MOST VALUABLE PART WAS
VALUE-MAPPING!"





News

[North America](#)[Latin America](#)[Events](#)[EMEA](#)[Asia Pacific](#)[Scholle IPN News](#)

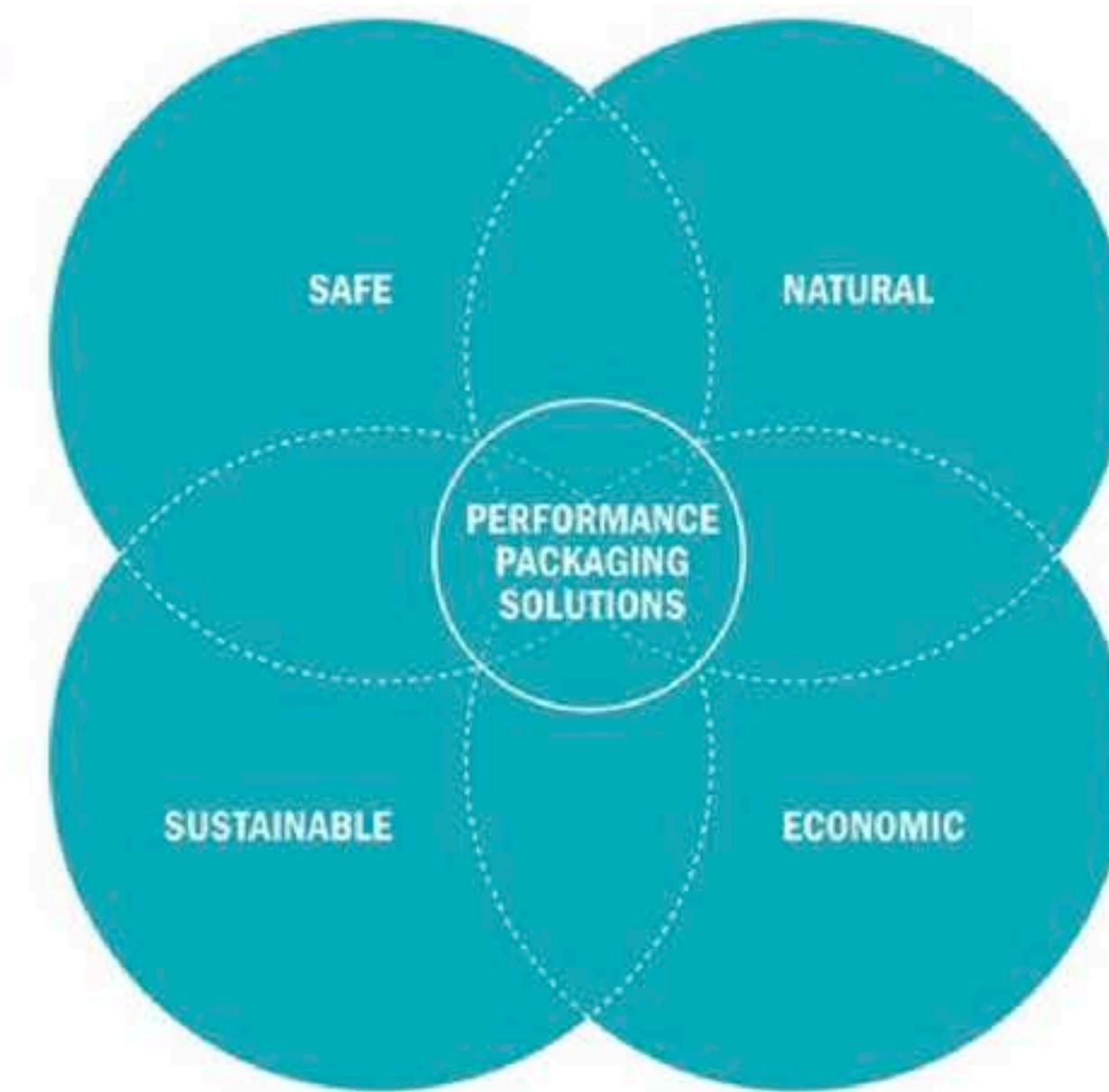
THE 4 TRAITS WHICH DRIVE SCHOLLE IPN'S PACKAGING SOLUTIONS

There are four key packaging traits that drive Scholle IPN: Safe, Natural, Sustainable and Economic. The alignment of these traits plays an important role in Scholle IPN's product development and allows us to gain more ground in the performance packaging solutions field. Find examples of how our current products meet these traits on our food, beverage and non-food category pages.

1. Safe – *Our packaging keeps our customer's product clean and fit for use while often protecting the end user from contact with the product.*

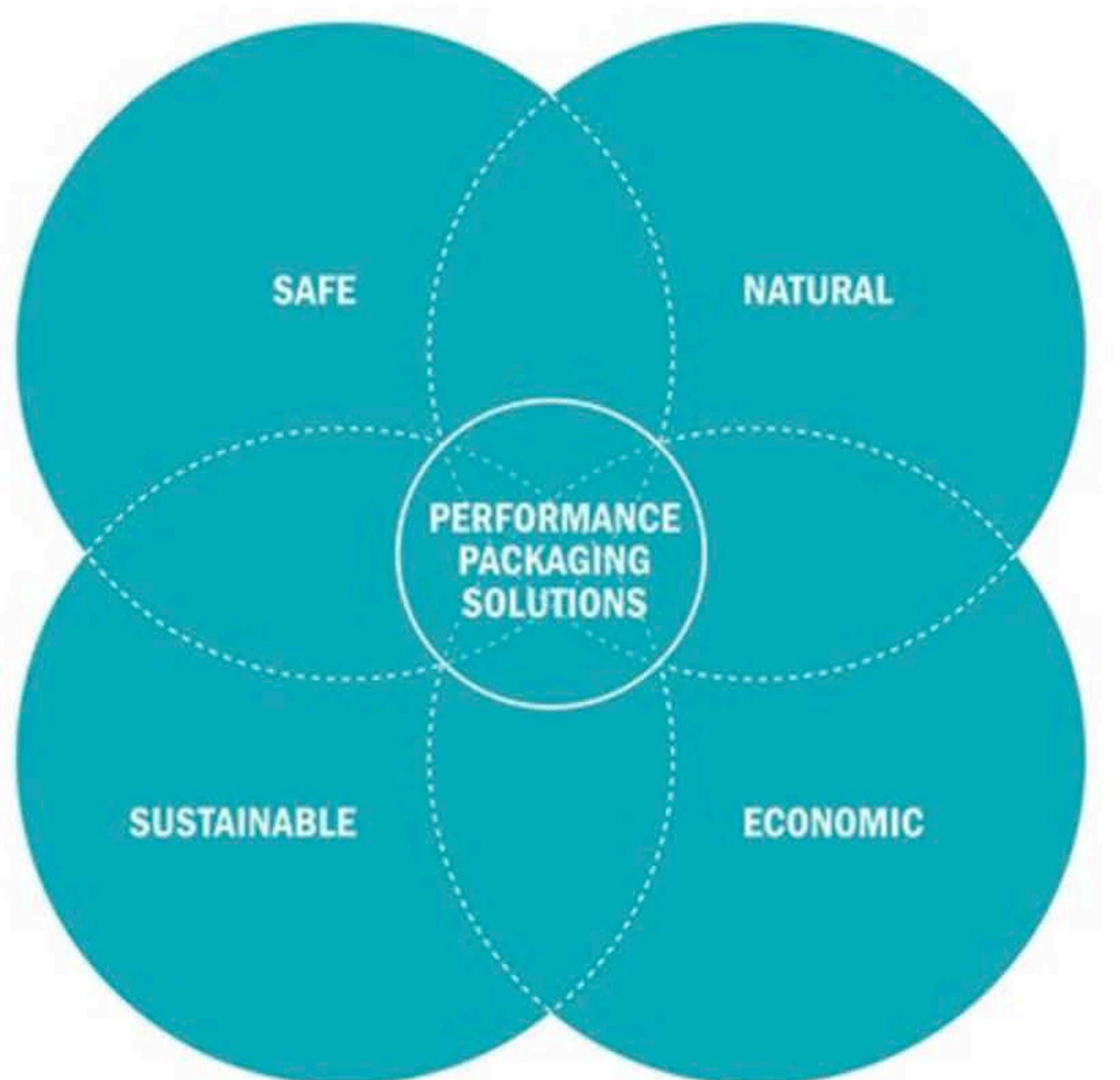
"Aseptic packaging is forecasted to grow 24% globally over the next five years and safe packaging options as offered by Scholle IPN will be instrumental in meeting this demand." Peter Messacar, Director

REF: [HTTP://WWW.SCHOLLEIPN.COM/THE-4-TRAITS-WHICH-DRIVE-SCHOLLE-IPNS-PACKAGING-SOLUTIONS/](http://www.scholleipn.com/the-4-trait-which-drive-scholle-ipns-packaging-solutions/)



ts that drive Scholle
nd Economic. The
n important role in
nt and allows us to
ance packaging
' how our current
r food, beverage

ur customer's
'e often protecting
ne product.

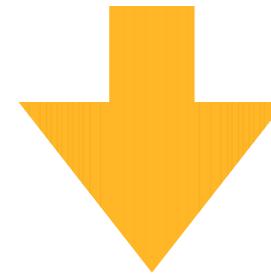


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WWW.SCHOLLEIPN.COM/
THE-4-TRAITS-WHICH-
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PACKAGING-SOLUTIONS/](http://www.scholleipn.com/the-4-trait-which-drive-scholle-ipns-packaging-solutions/)

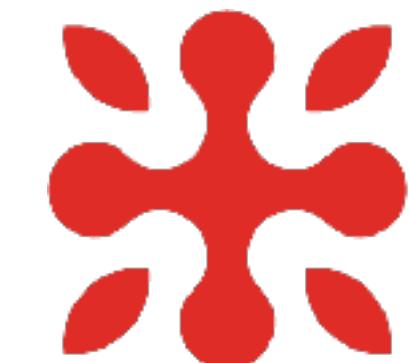
STRATEGY-GENERATING VALUES



“Only Somik can do this.”

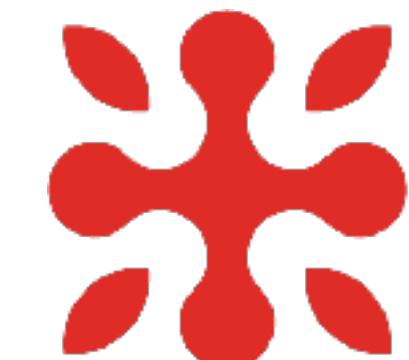
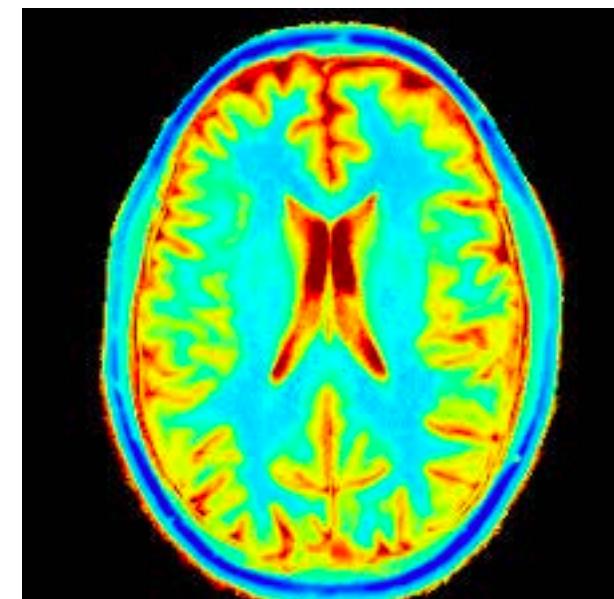


“LISTENING FOR STRATEGY-
GENERATING VALUES IS NOW A
PART OF MY STANDARD
CONSULTING TOOLKIT”

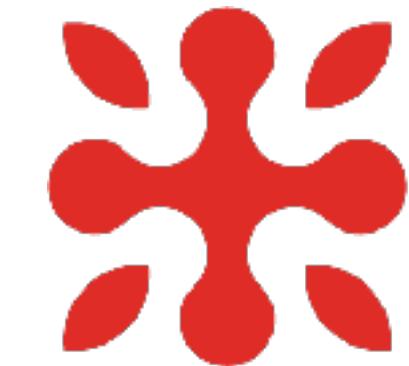


Questions for MYSELF

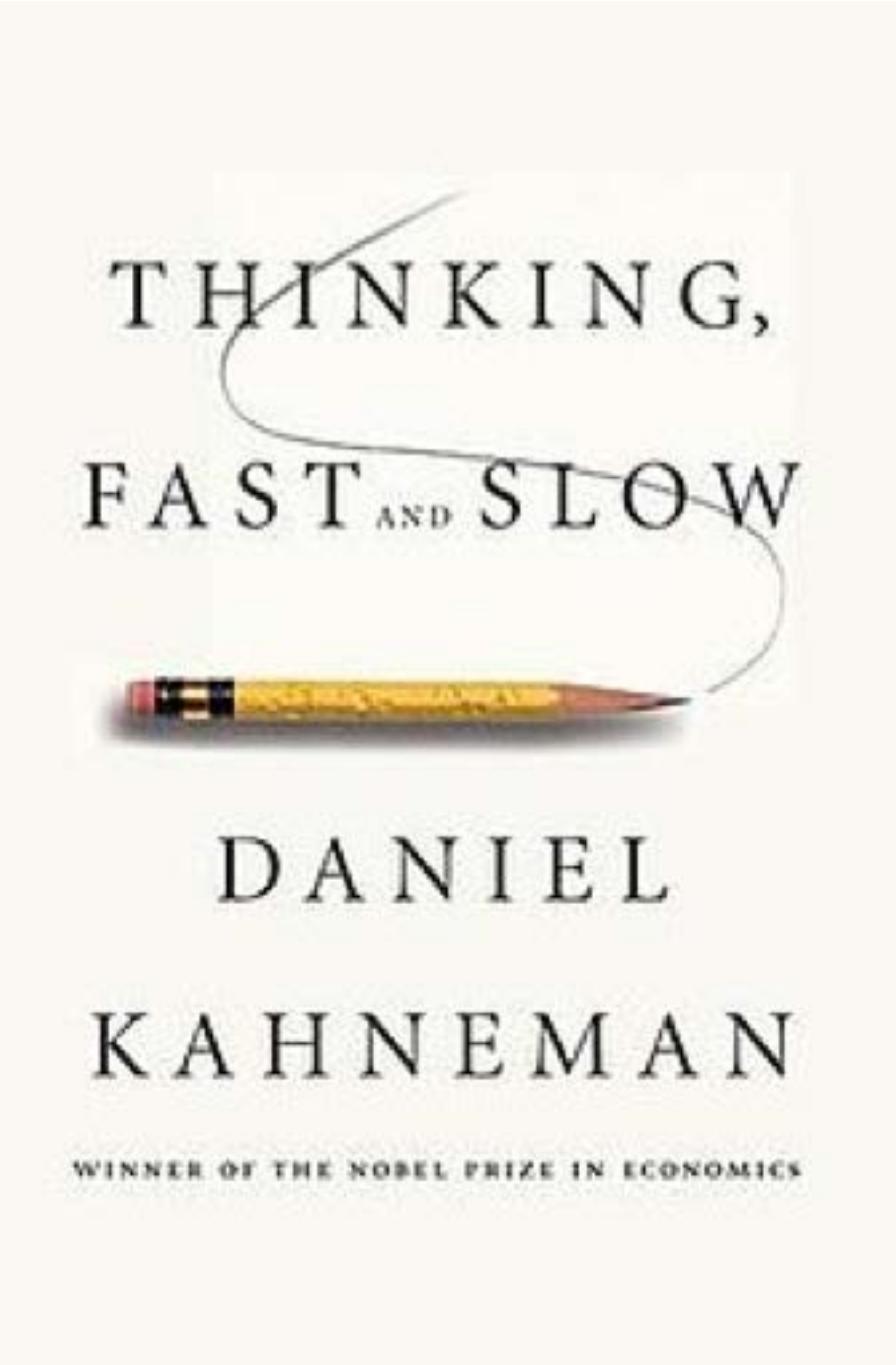
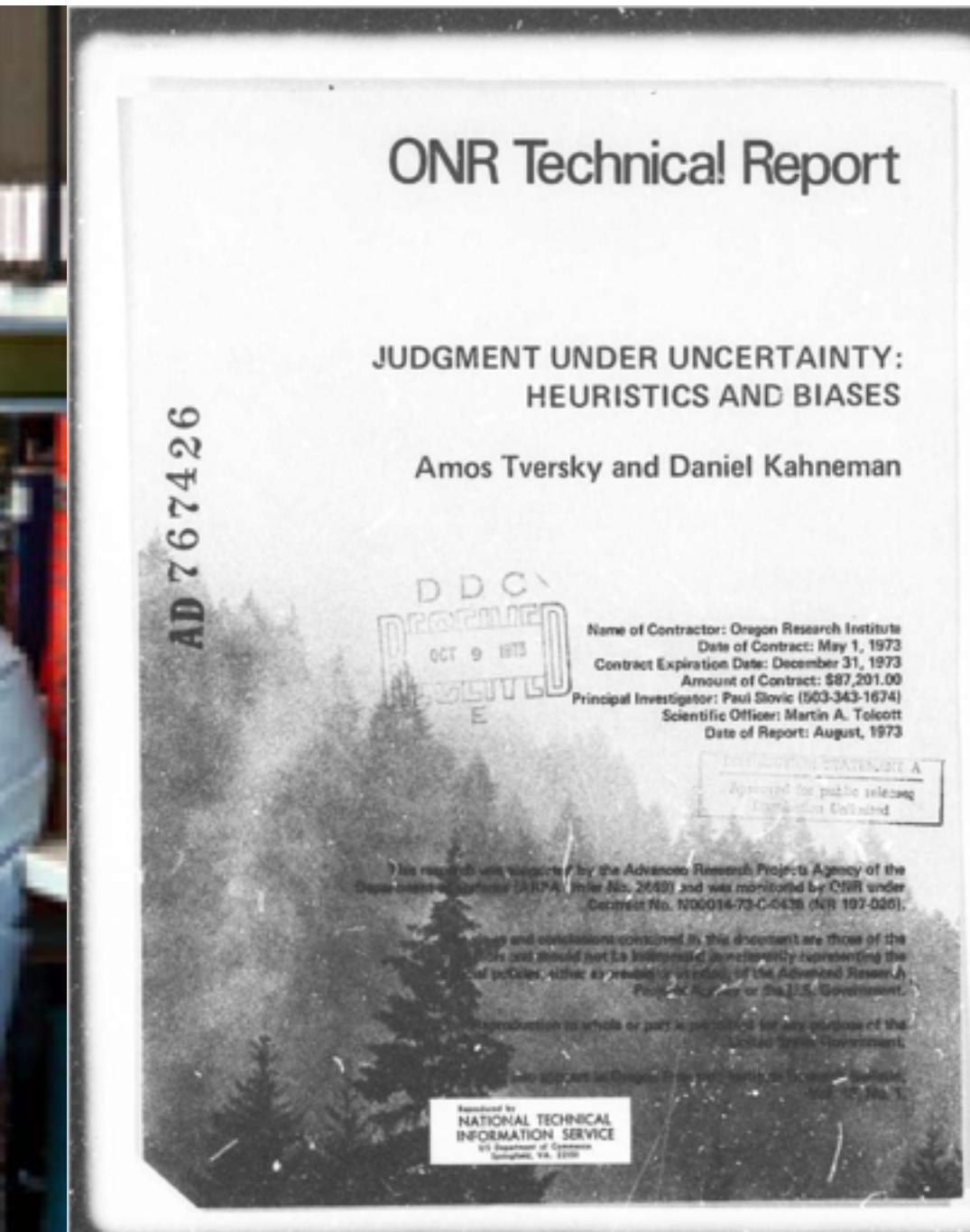
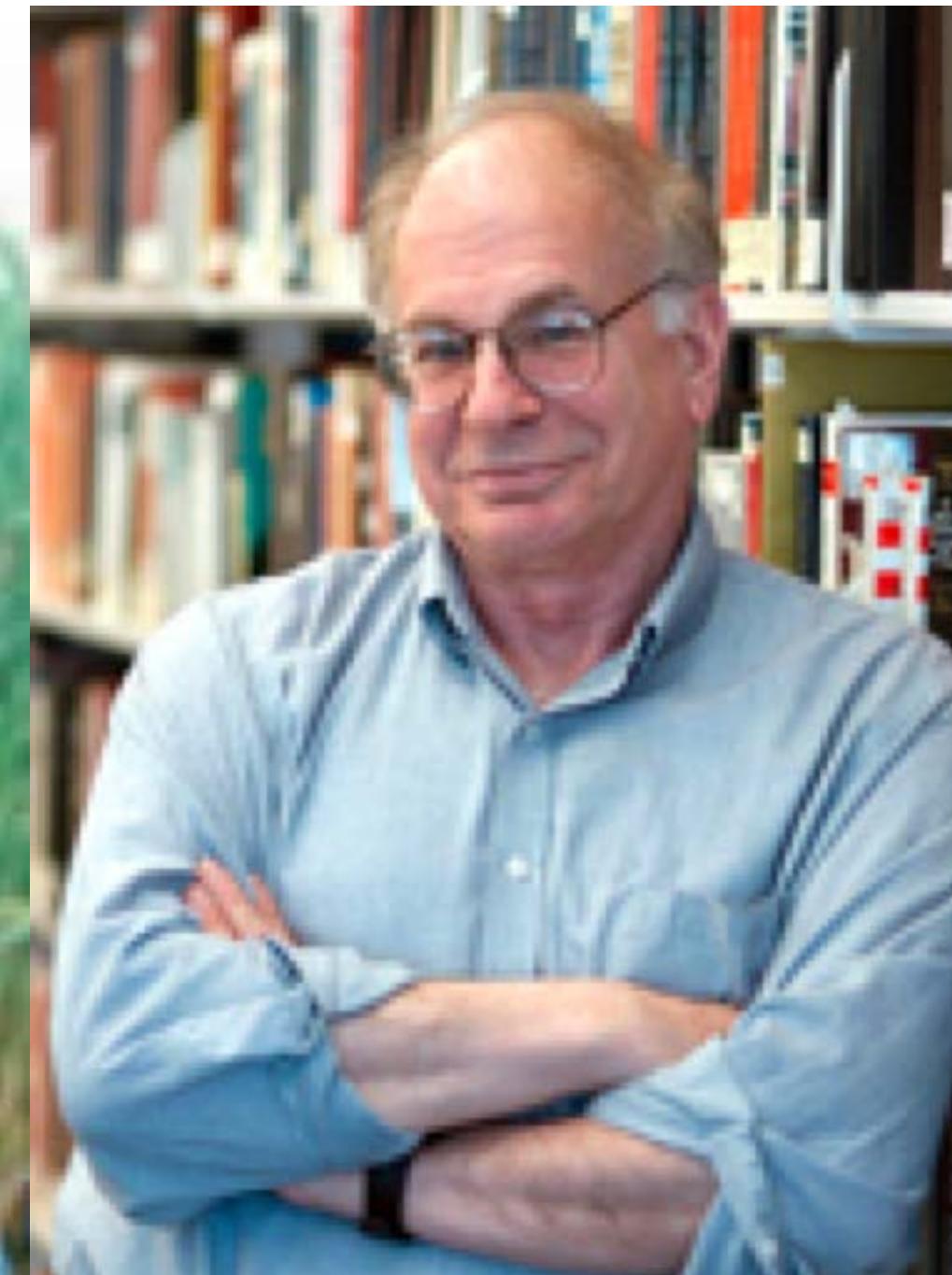
- Why are the mapper and the mappee so inspired by these conversations?
- Is the connection real? What's happening to the mapper (me) physically? I believe that the mappee is also feeling it in their bodies — can that be validated? Is it all just a big mental game I am playing to believe what I want to believe?
- How can I get myself and a subject into one of those MRI machines to see what's going on?



So, in 2017, I started
looking into neuroscience...



Over 4 decades of Behavioral Economics has shown that we make mistakes in decision-making because of biases

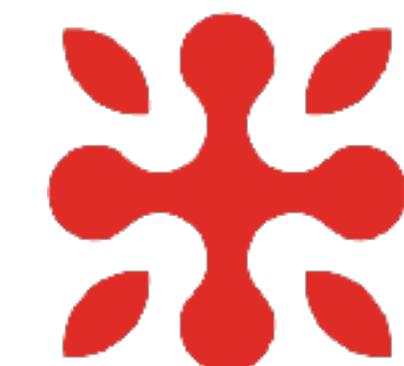


Amos Tversky
1937-1996

Daniel Kahneman
Nobel laureate

Heuristics & Biases
(1974)
43,953 citations

International
best-seller



COGNITIVE BIAS CODEX

What Should We Remember?

We favor simple-looking options and complete information over complex, ambiguous options

To avoid mistakes, we aim to preserve autonomy and group status, and avoid irreversible decisions

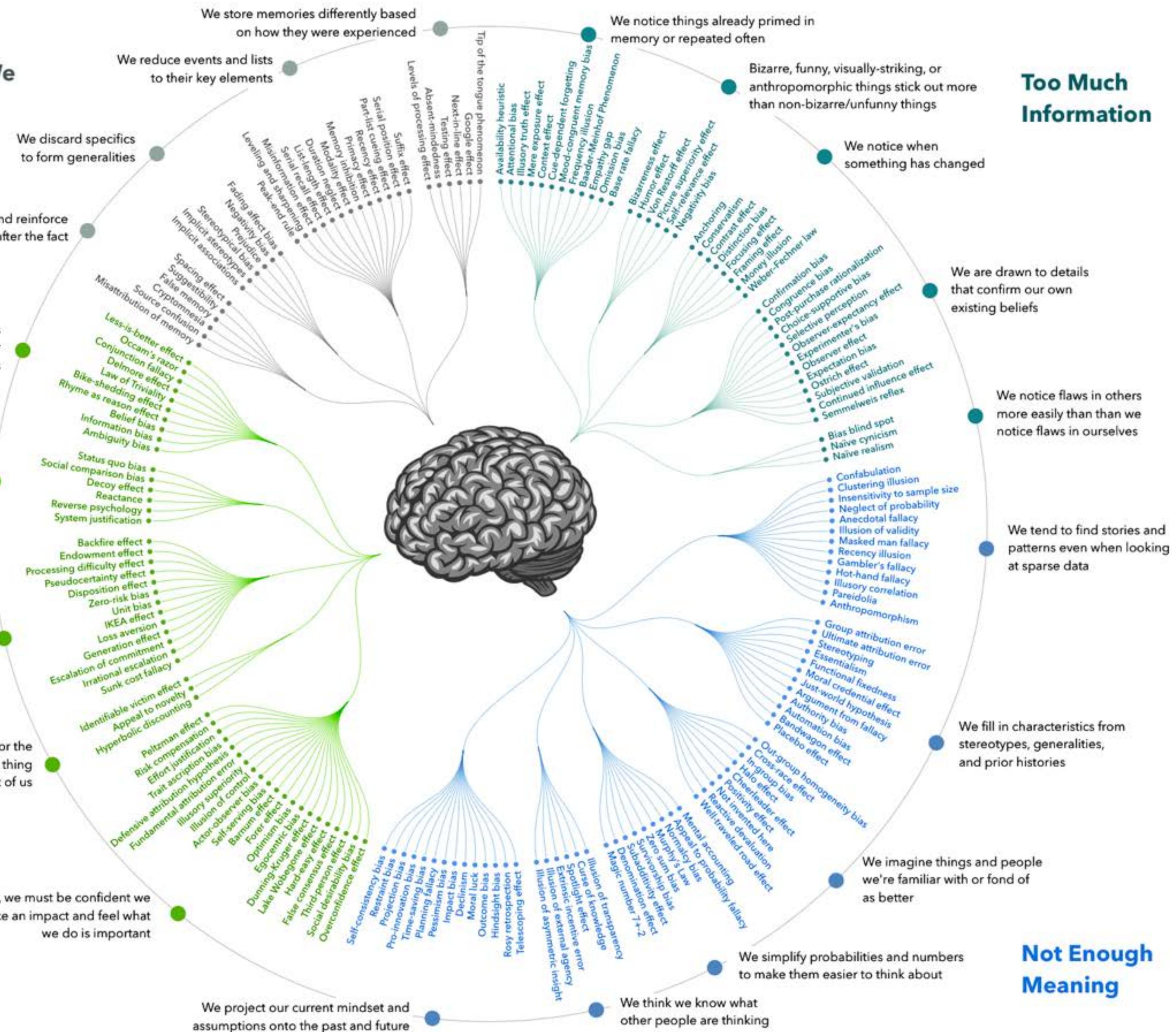
To get things done, we tend to complete things we've invested time & energy in

To stay focused, we favor the immediate, relatable thing in front of us

Need To Act Fast

To act, we must be confident we can make an impact and feel what we do is important

We project our current mindset and assumptions onto the past and future

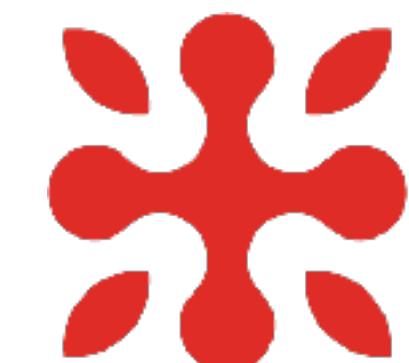


217 decision-making biases
 53 social biases
 54 memory biases

Ref: Wikipedia

The implicit bottomline

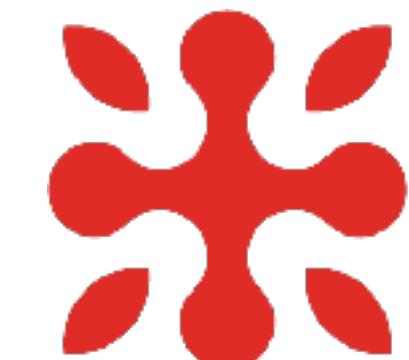
- A good decision is one where you feel balanced and achieve equanimity
- The real value of Decision Analysis is that it helps you cross stormy seas and get to equanimity
- “Don’t trust your emotions when making decisions; they will misguide you”



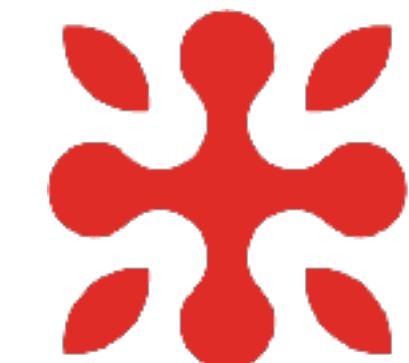


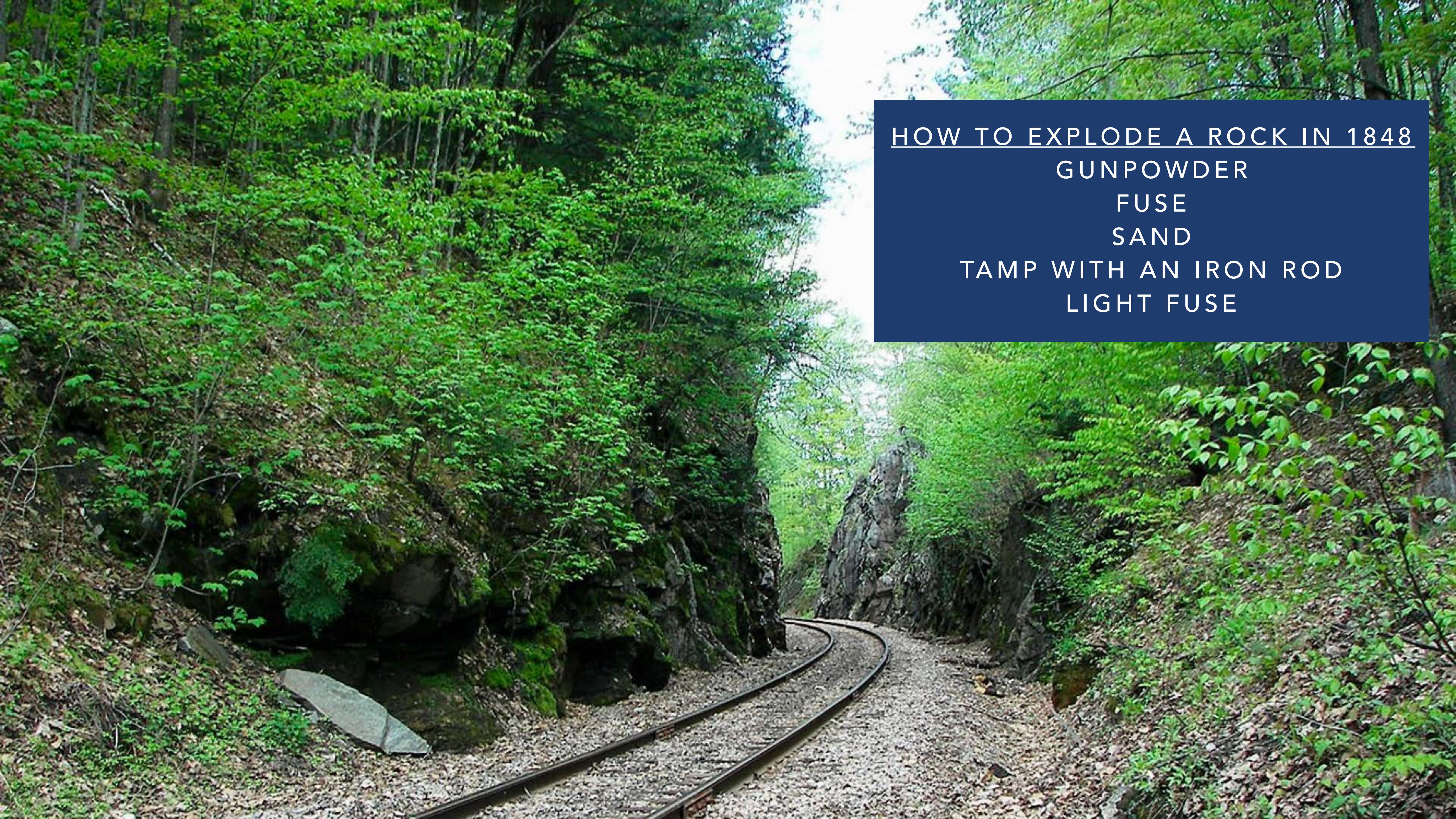
This is an
incomplete picture

**It is missing four
decades of neuroscience
research!**

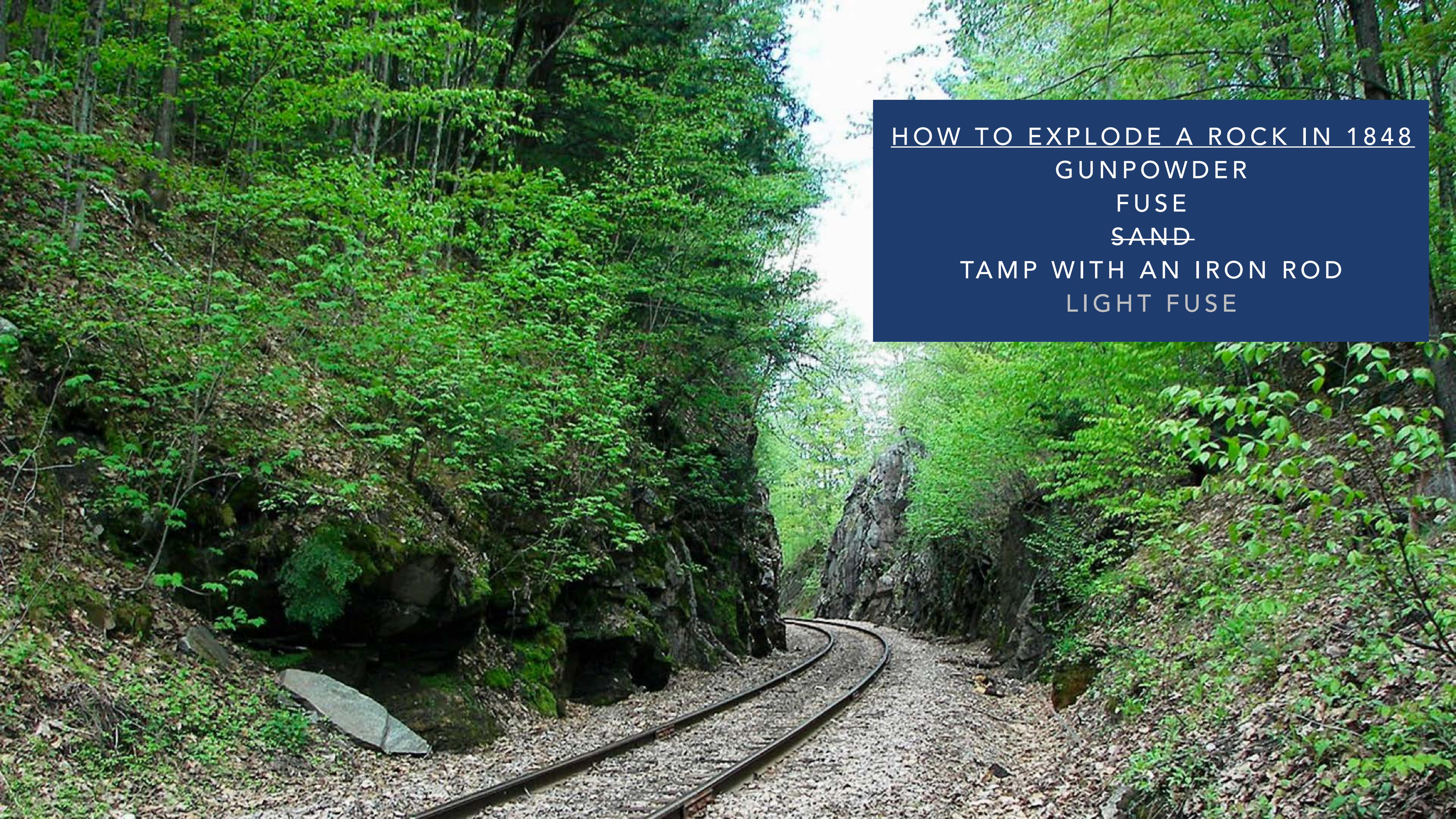


**But first, let's go even
earlier, to 1848**

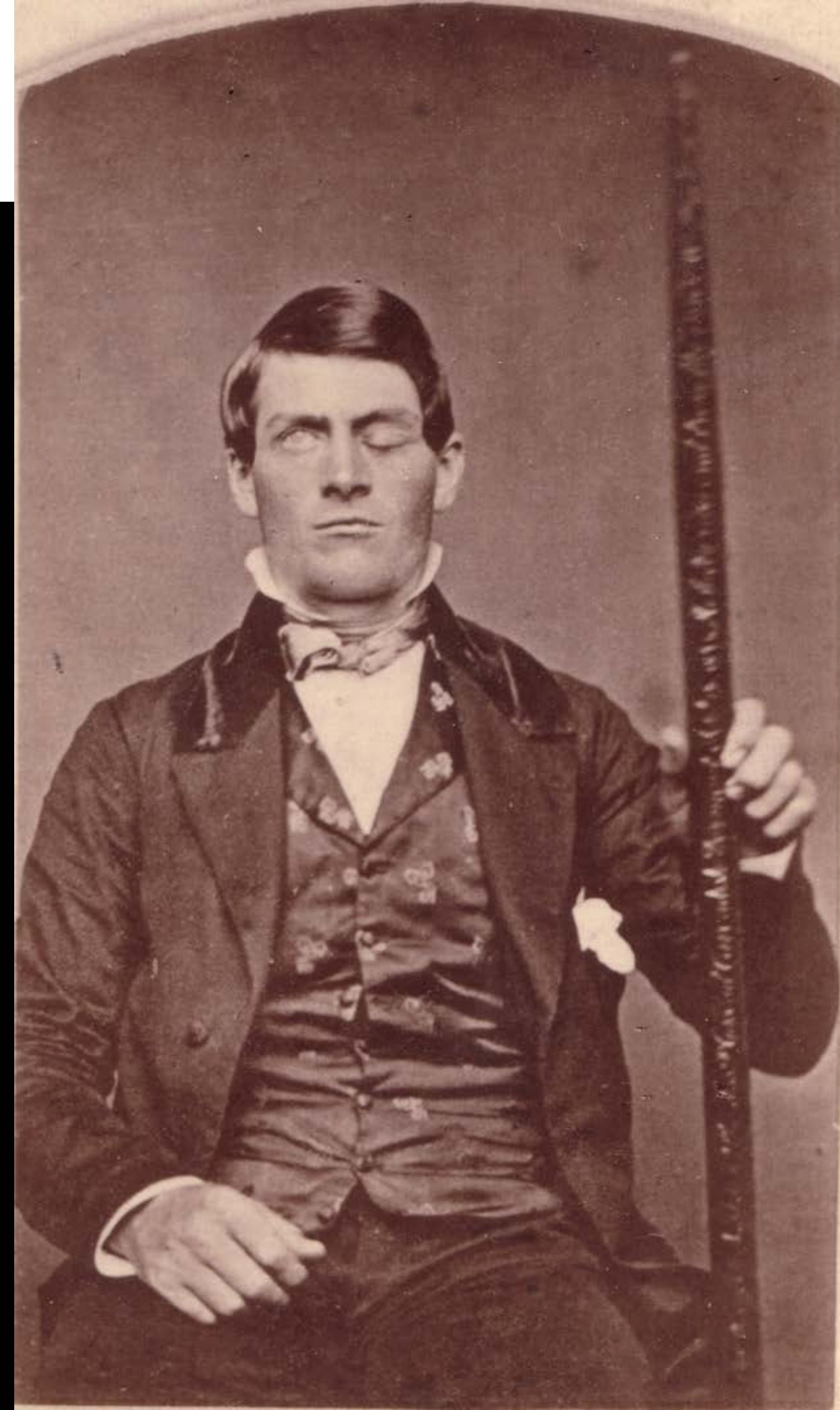
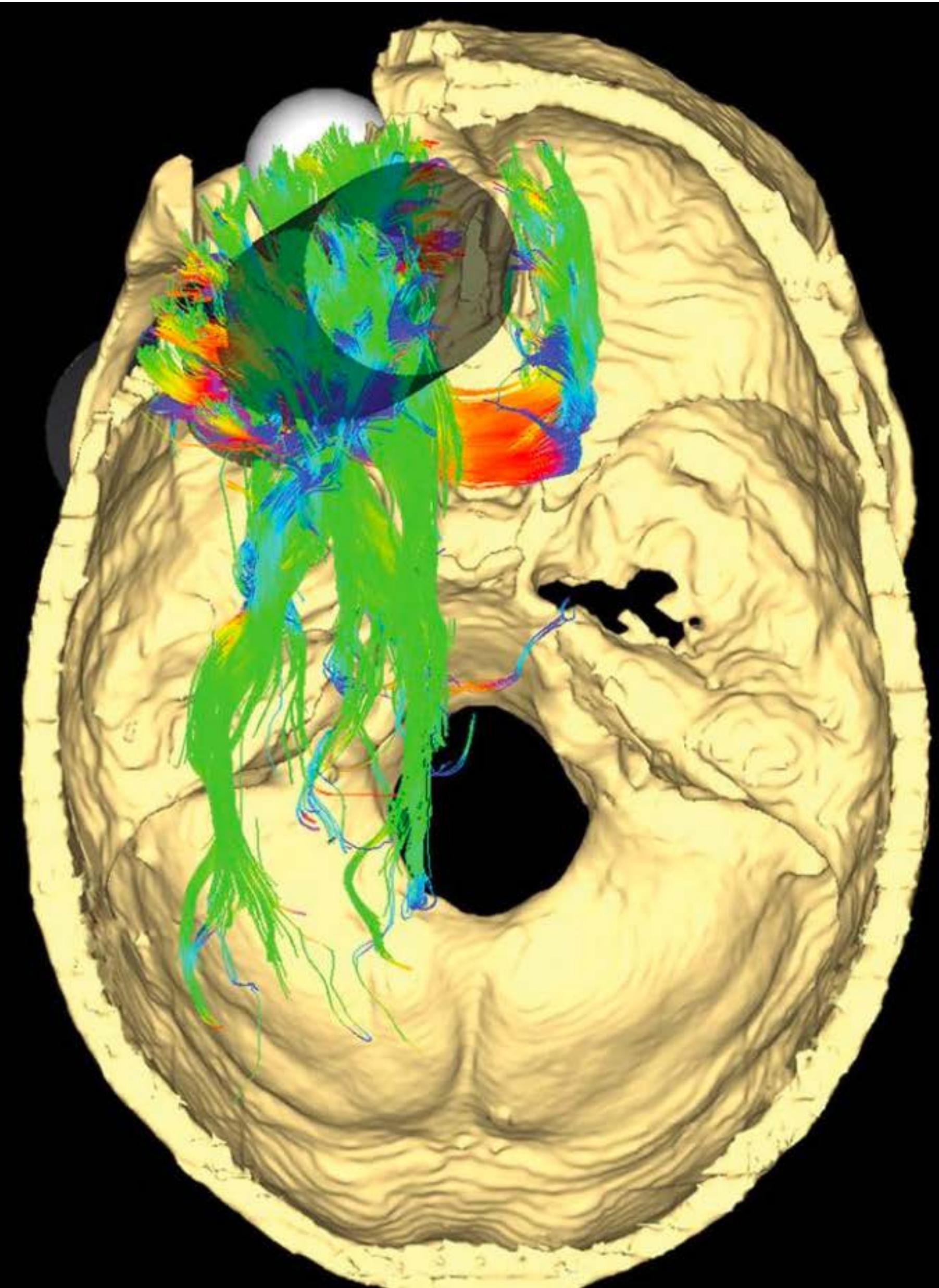
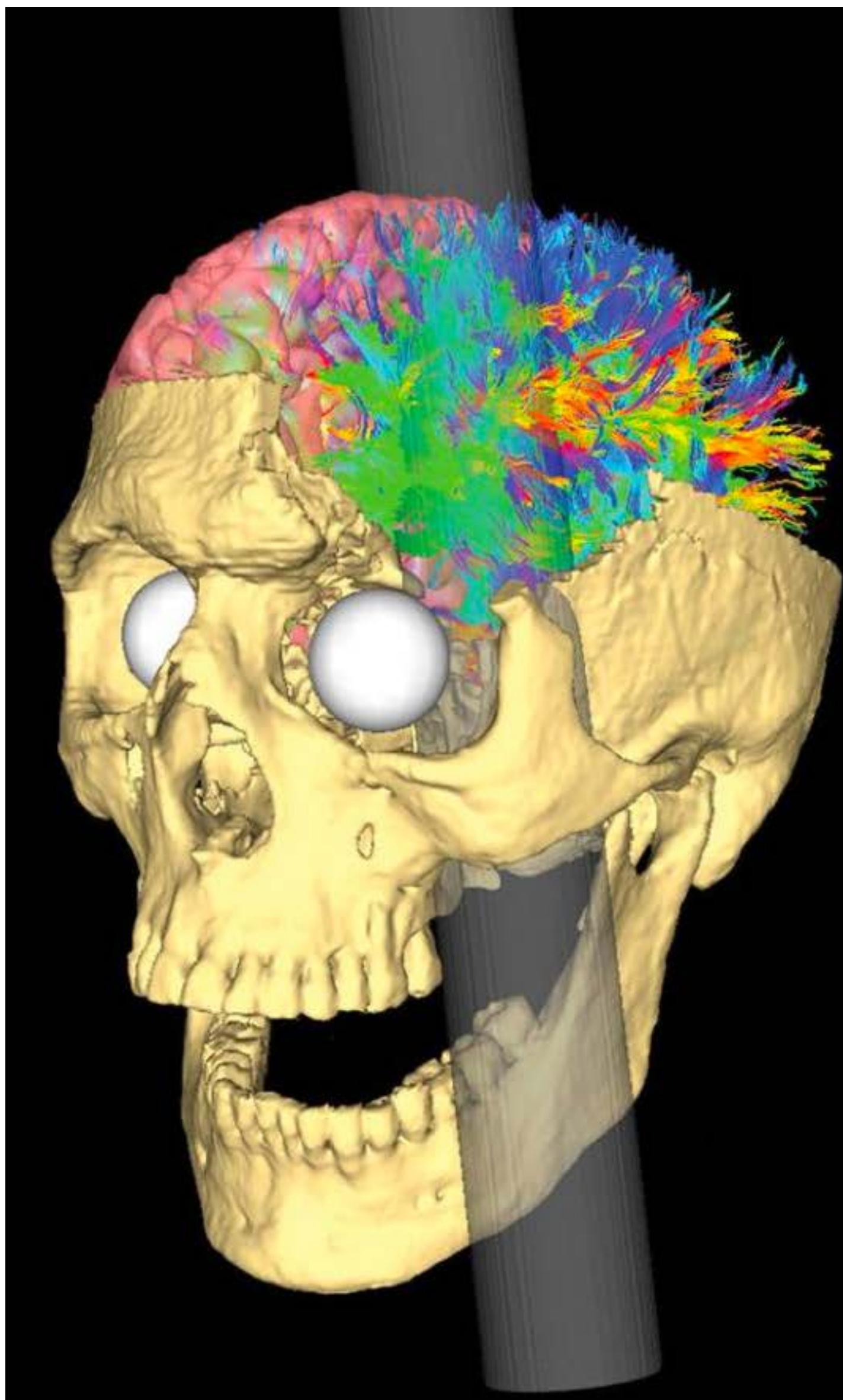




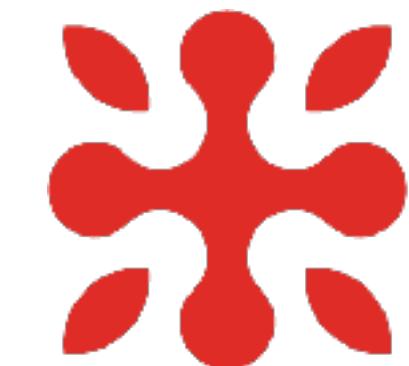
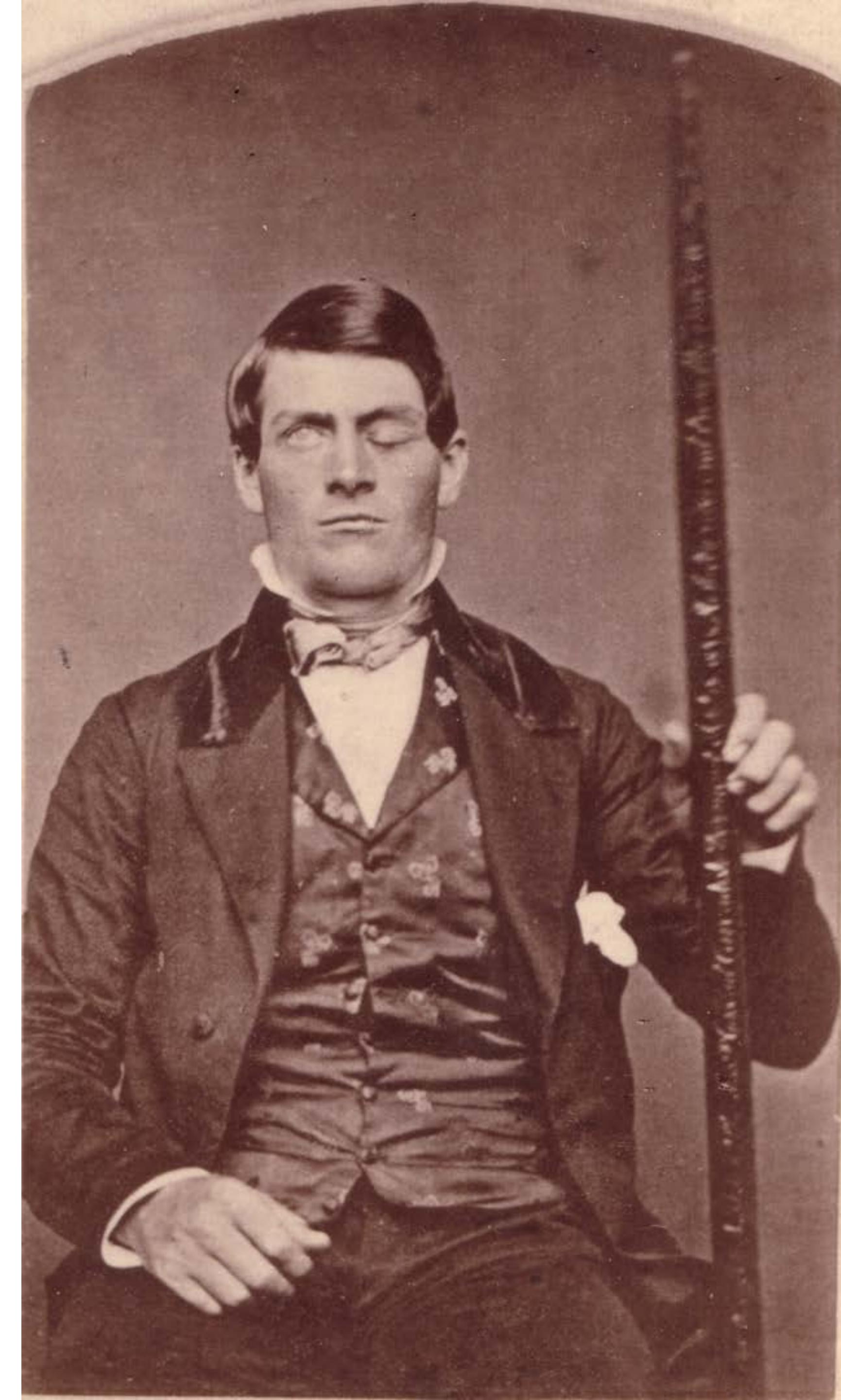
HOW TO EXPLODE A ROCK IN 1848
GUNPOWDER
FUSE
SAND
TAMP WITH AN IRON ROD
LIGHT FUSE



HOW TO EXPLODE A ROCK IN 1848
GUNPOWDER
FUSE
~~SAND~~
TAMP WITH AN IRON ROD
LIGHT FUSE

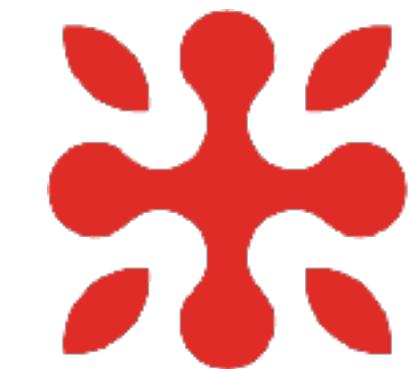
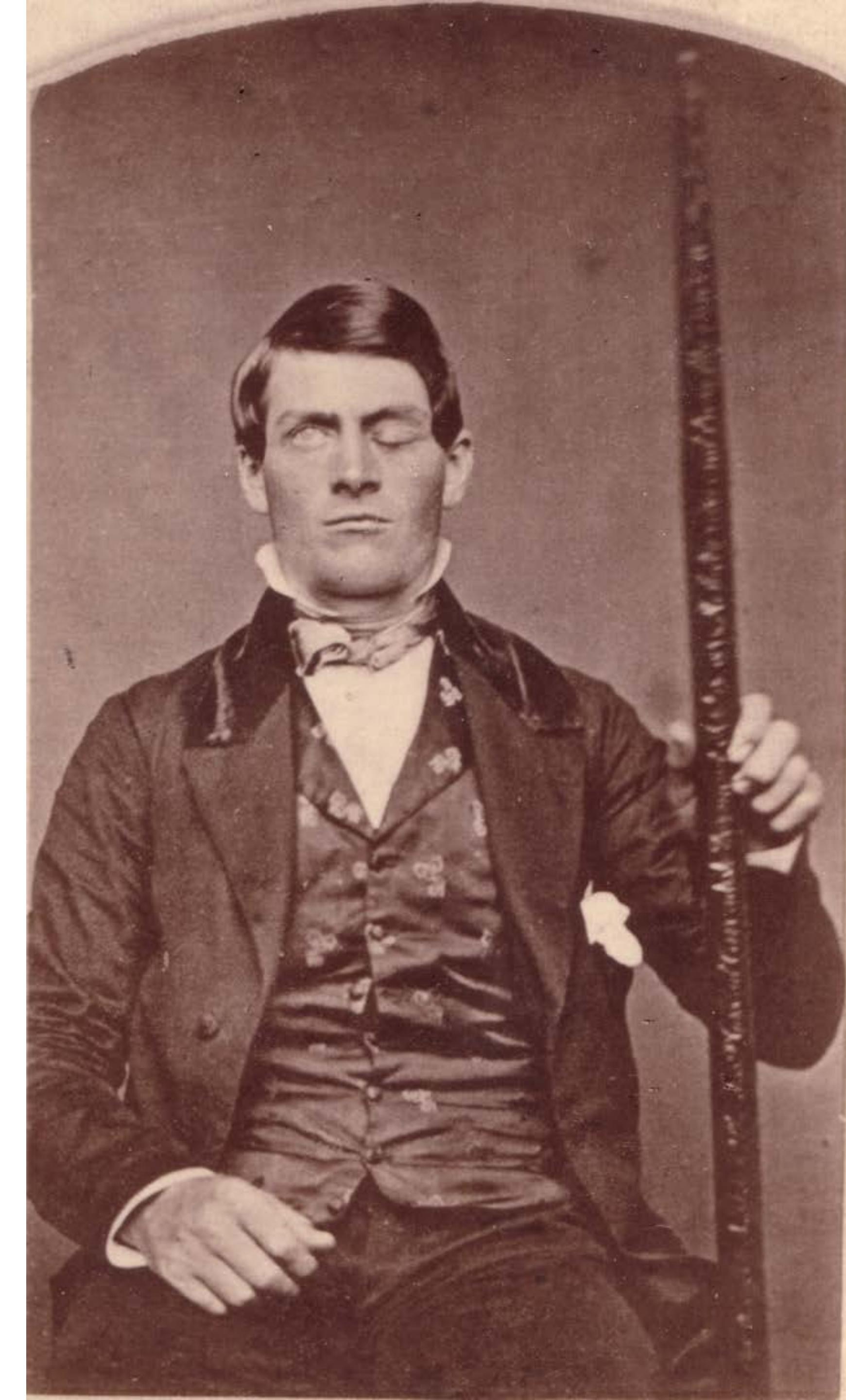
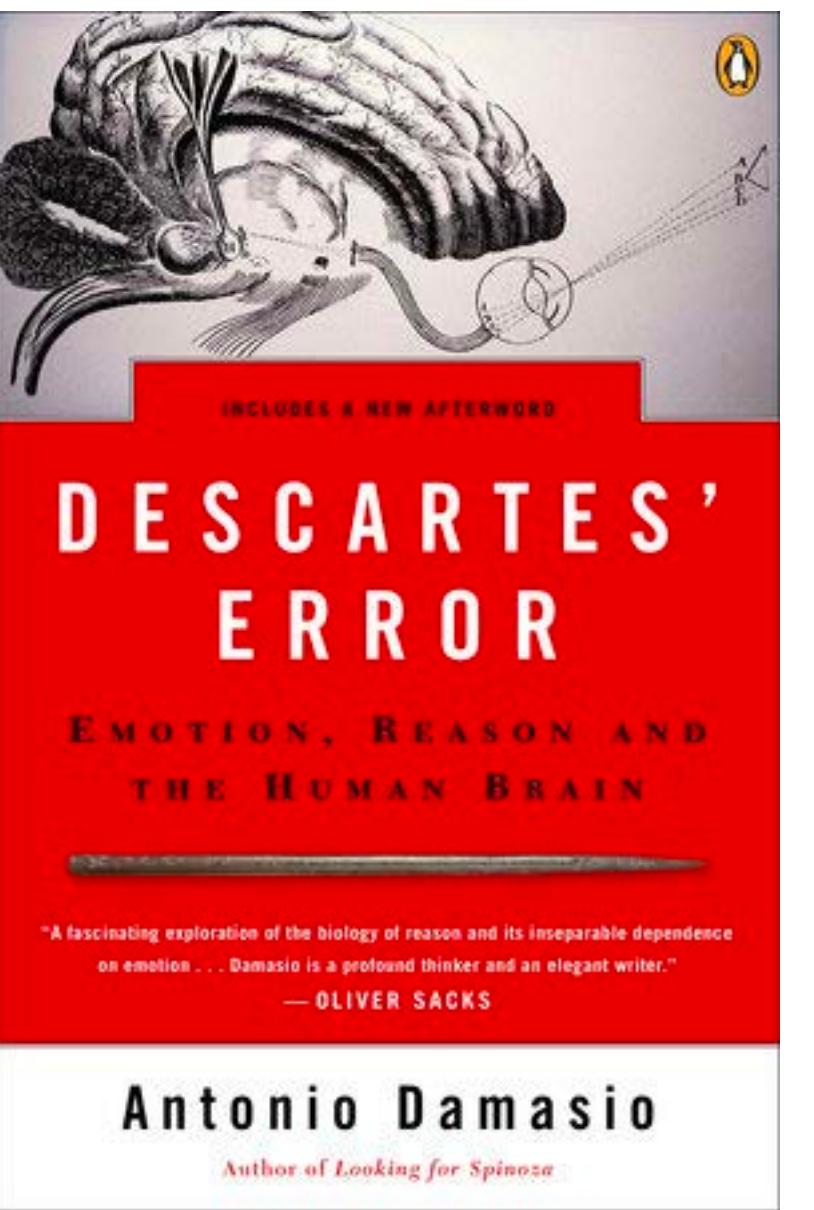


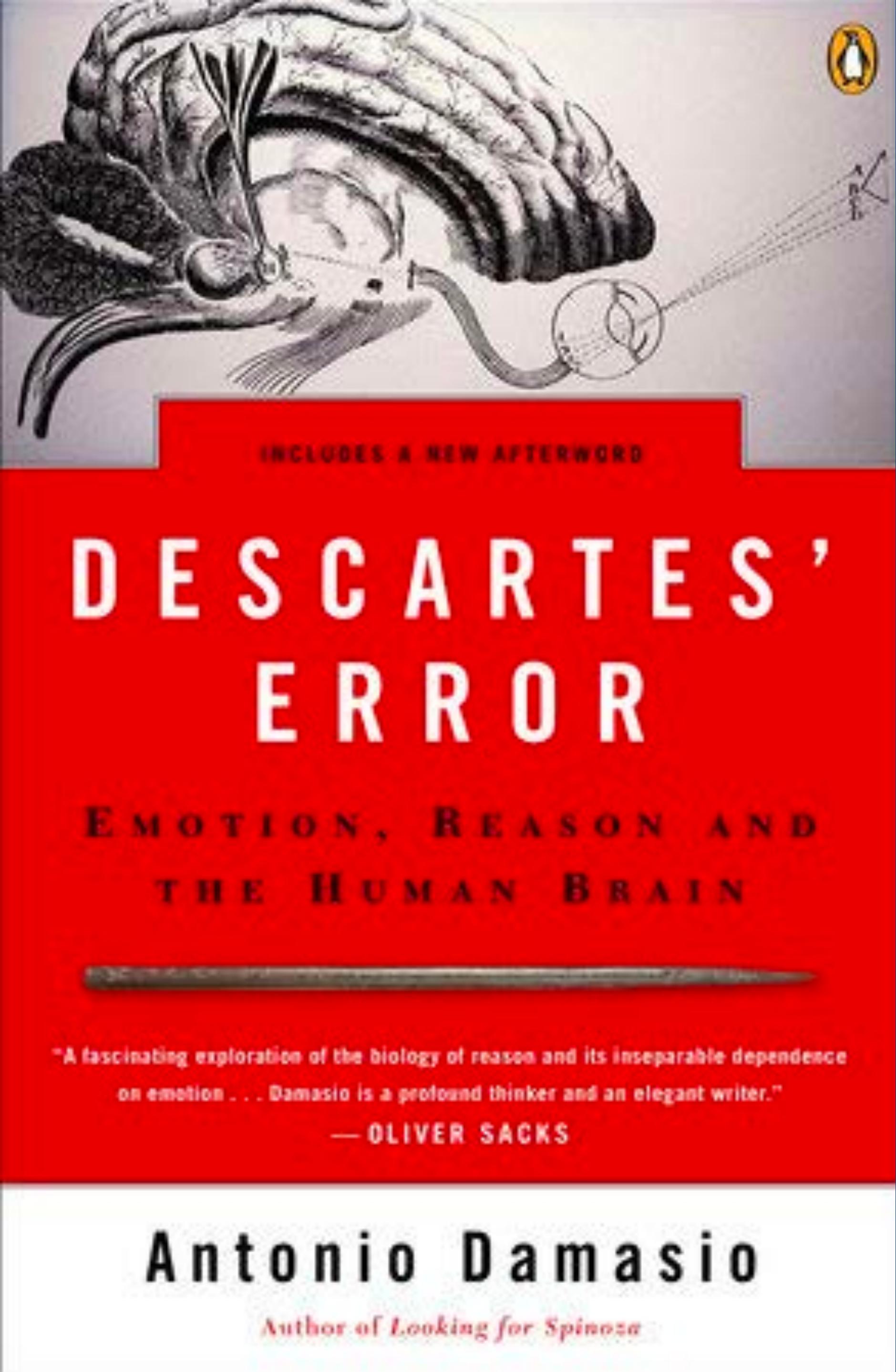
Gage recovered
physically



For a long time, most everybody, John Harlow (Gage's doctor) included, believed, "the portion of the brain traversed, was, for several reasons, the best fitted of any part of the cerebral substance to sustain the injury." ... Nothing could be further from the truth

—Antonio Damasio, P17, *Descarte's Error*





Antonio Damasio



Photo Credit: Luis Barra

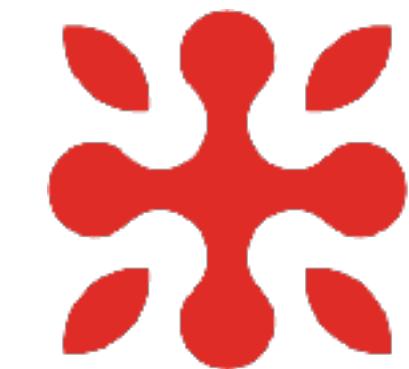
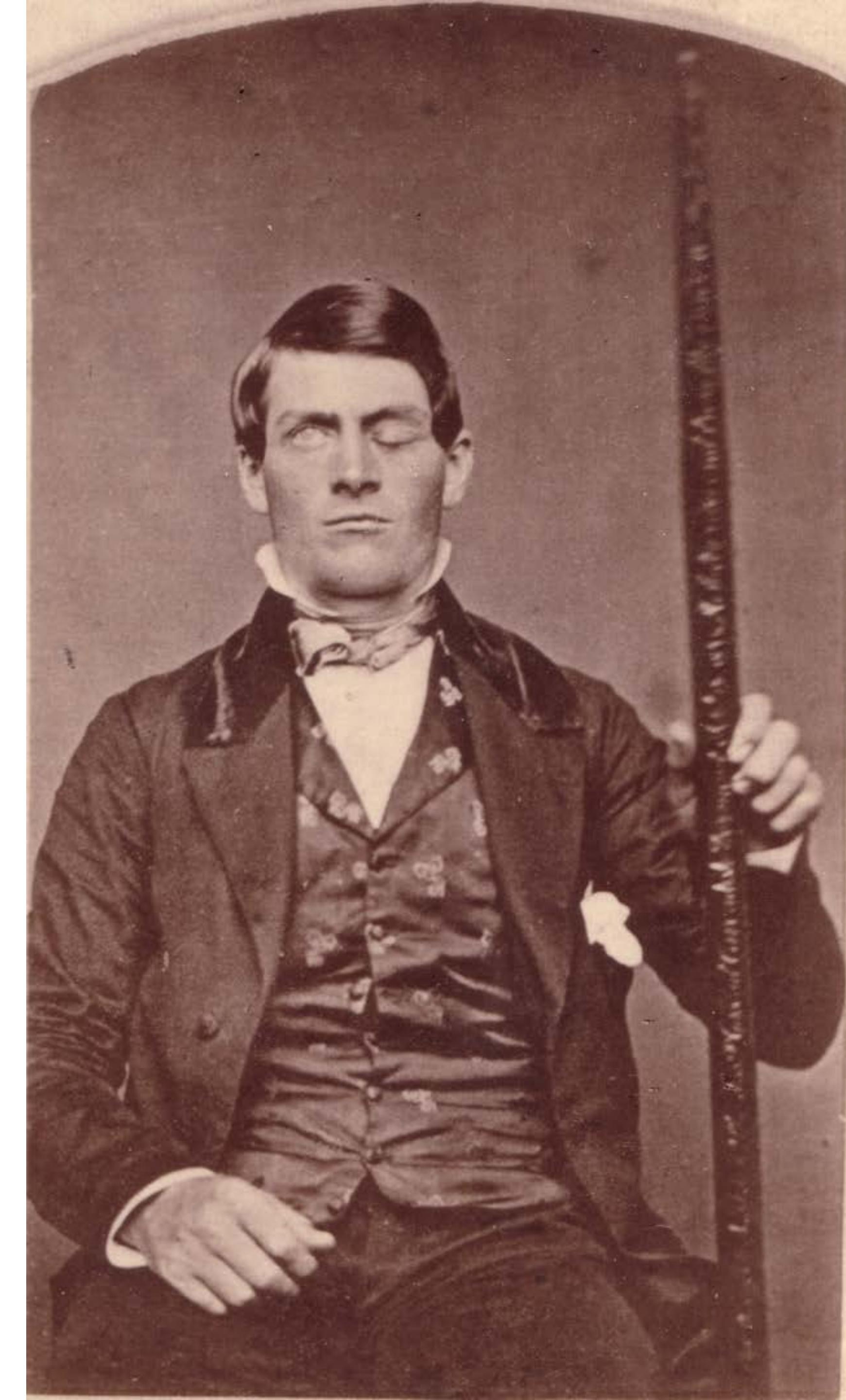
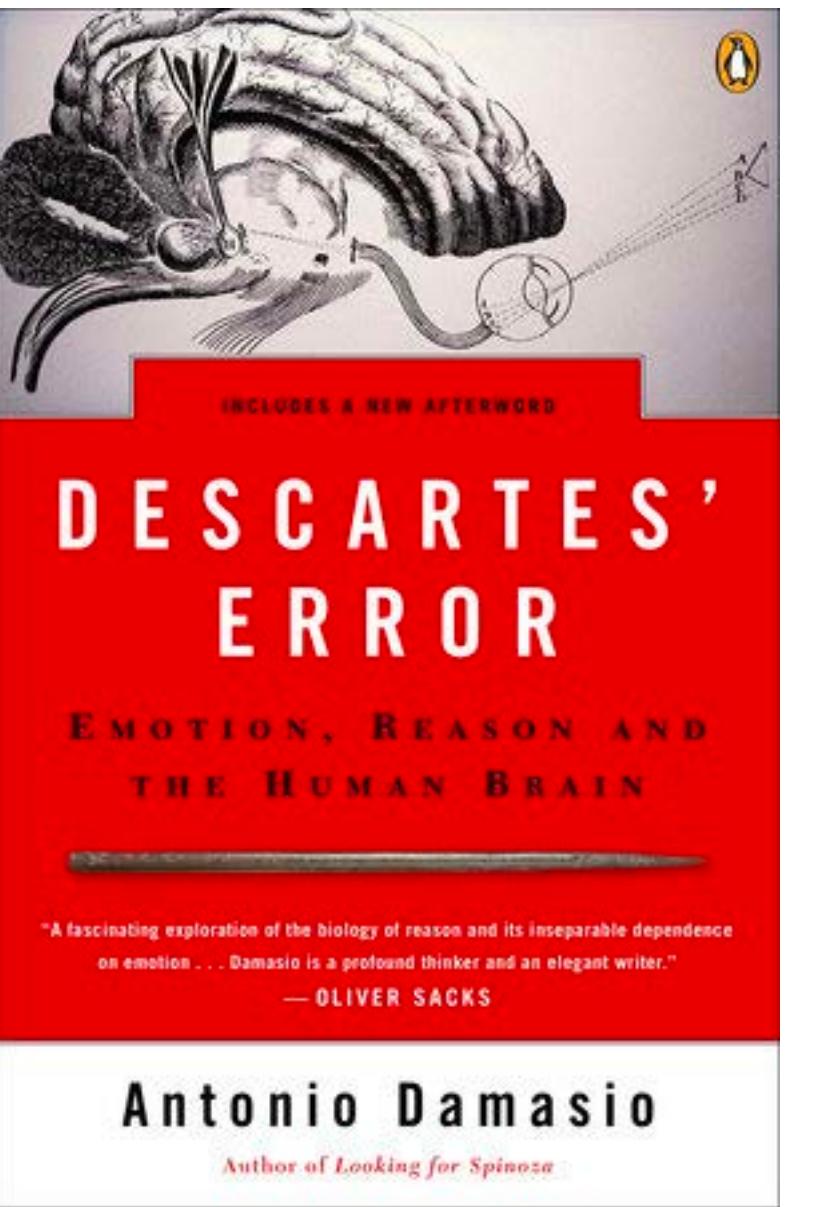
UNIVERSITY PROFESSOR,
DORNSIFE PROFESSOR OF NEUROSCIENCE, PSYCHOLOGY & PHILOSOPHY
DIRECTOR, BRAIN AND CREATIVITY INSTITUTE
UNIVERSITY OF SOUTHERN CALIFORNIA LOS ANGELES

Antonio Damasio

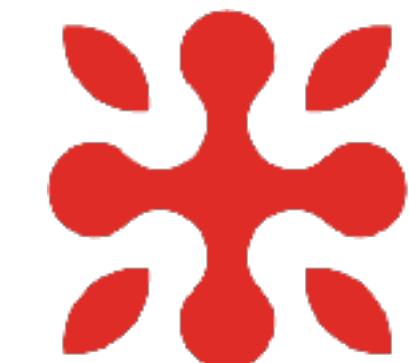
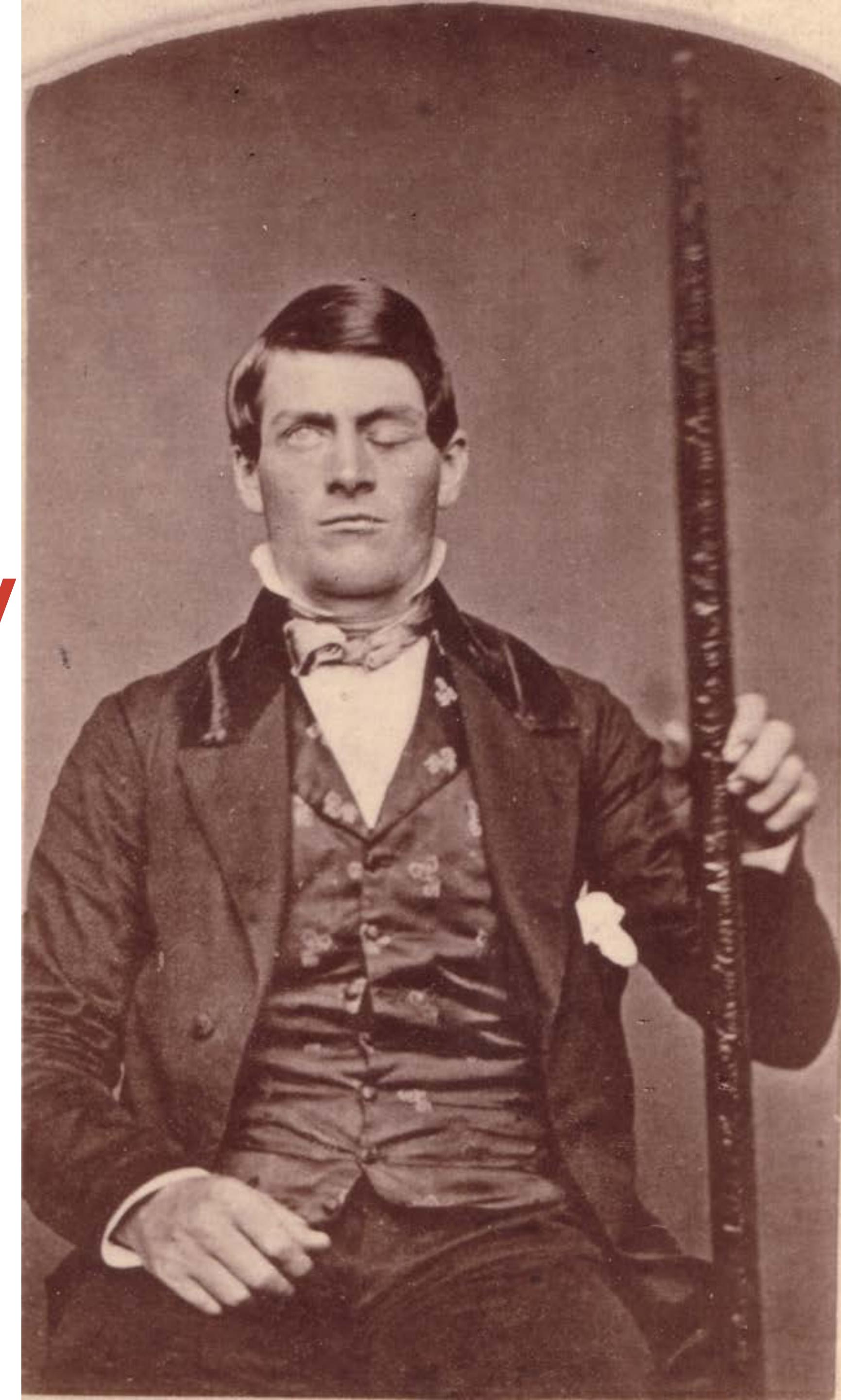
Author of Looking for Spinoza

For a long time, most everybody, John Harlow (Gage's doctor) included, believed, "the portion of the brain traversed, was, for several reasons, the best fitted of any part of the cerebral substance to sustain the injury." ... Nothing could be further from the truth

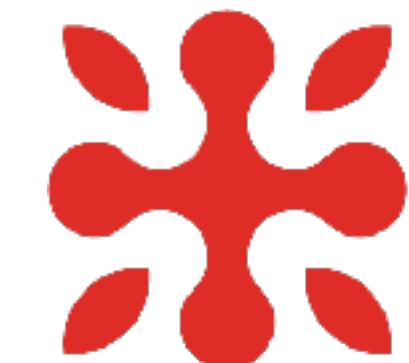
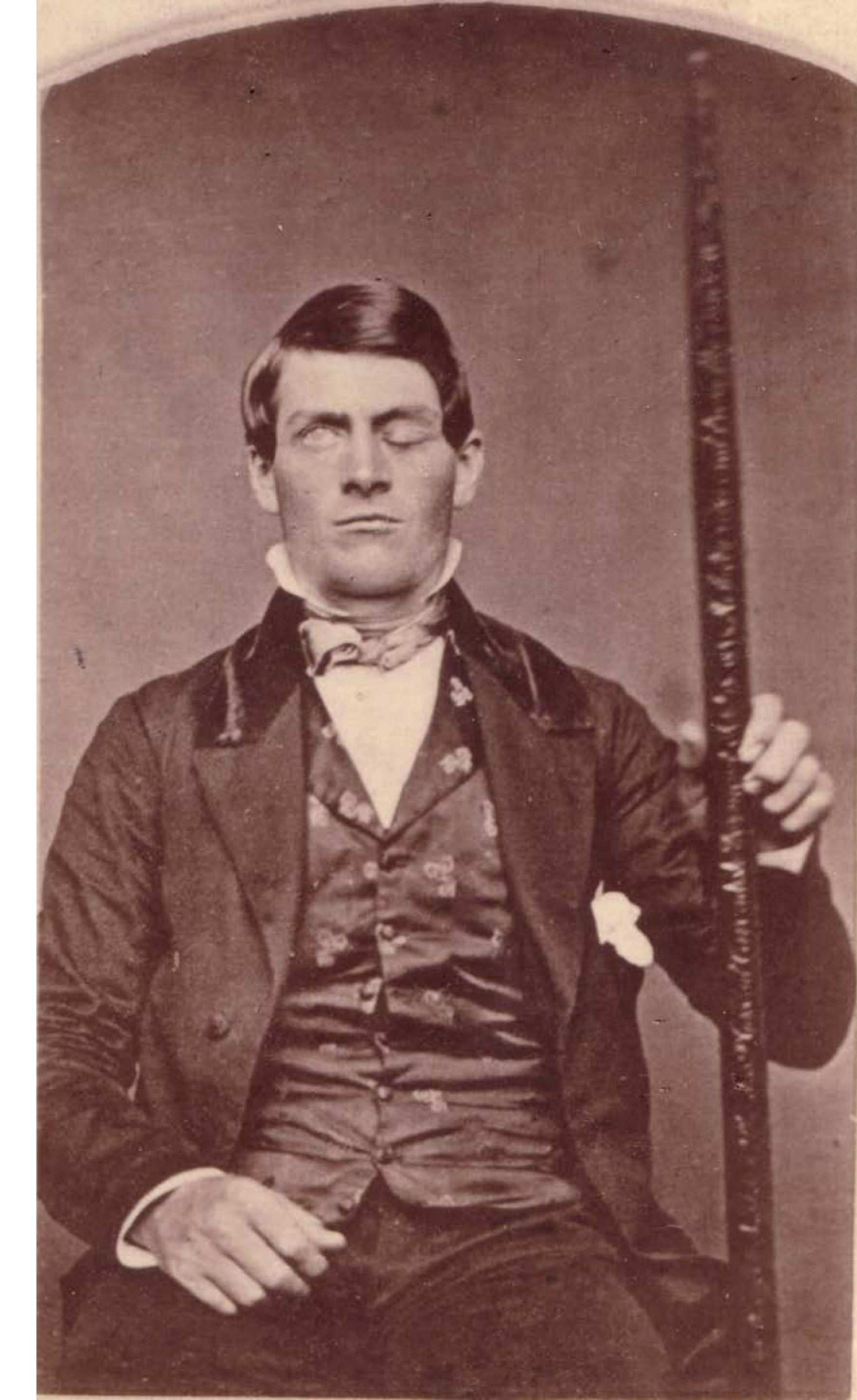
—Antonio Damasio, P17, *Descarte's Error*

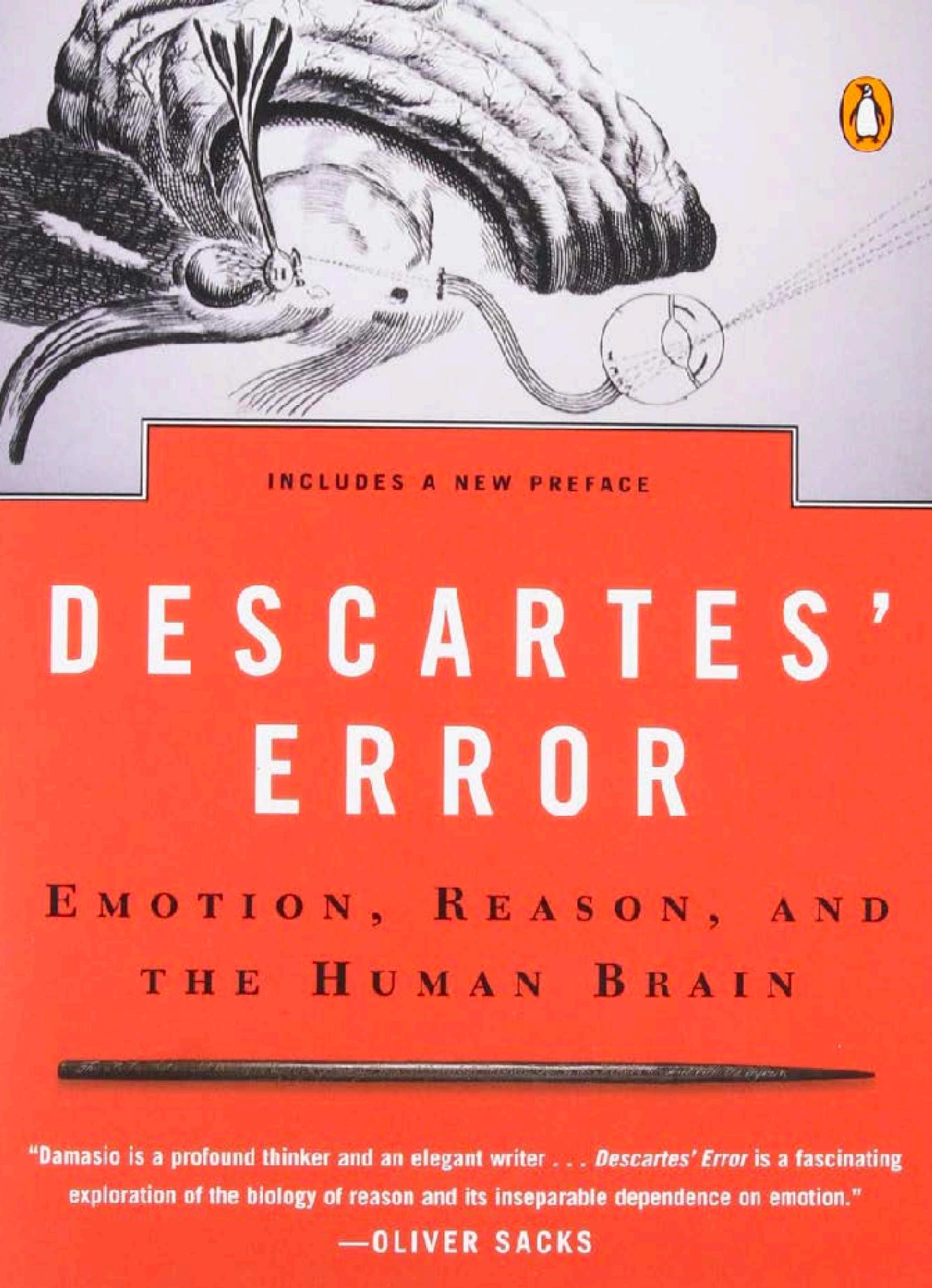


The changes contrasted sharply
with his past personality



He had a hard time
making decisions that
were good for him





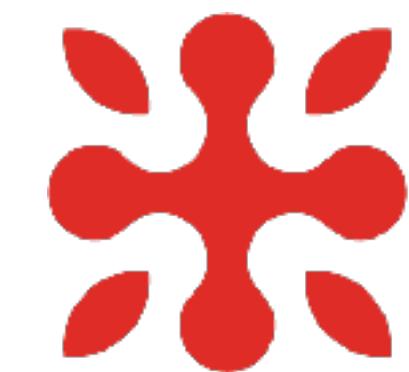
A modern Phineas Gage: Elliott

- Meningioma, pushing against brain tissue
- Surgically removed tumor, as also frontal lobe tissue that was damaged
- Cognitive abilities intact
- Total change of personality: became terrible in executive function (decision-making) and could not hold jobs, made decisions that bankrupted him and caused two divorces
- Finally social security payments were denied due to refusal by the government to accept his disability

Antonio Damasio

author of *Looking for Spinoza*

... Antonio Damasio in Descarte's Error



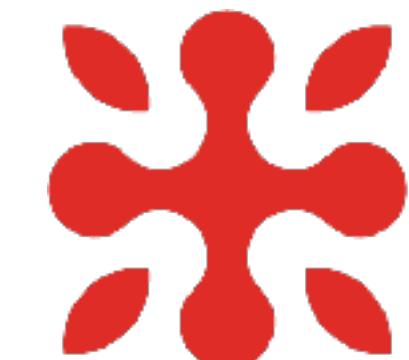
“At the end of one session, after he had produced an abundant quantity of options for action, all of which were valid and implementable, Elliot smiled, apparently satisfied with his rich imagination, but added: ‘And after all this, I still wouldn’t know what to do!’”

“TO KNOW BUT NOT TO FEEL”

Ref: Descarte’s Error, Ch 3, “A Modern Phineas Gage”

What neurobiology tells us about emotion and reason

- Seemingly normal reason can be disturbed by subtle biases rooted in emotion
- Reduction in emotion may constitute **an equally important source** of irrational behavior.

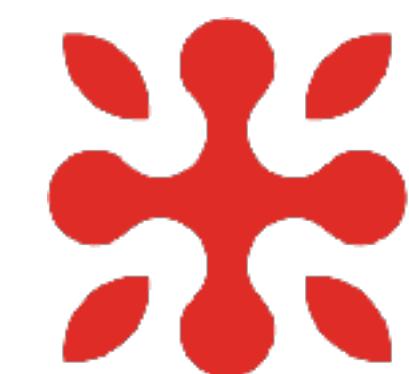


... Antonio Damasio in Descarte's Error

We need to revise our old-school understanding of the human brain

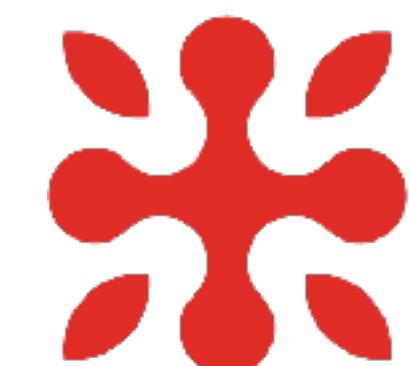
Old school view: “The old brain core handles basic biological regulation [of emotions] down in the basement, while up above the neocortex deliberates with wisdom and subtlety. Upstairs in the cortex there is reason and willpower, while downstairs in the subcortex there is emotion and all that weak, fleshy stuff.”

New view: “The apparatus of rationality, traditionally presumed to be neocortical, does not seem to work without that of biological regulation [of emotions], traditionally presumed to be subcortical. Nature appears to have built the apparatus of rationality not just on top of the apparatus of biological regulation, but also from it and with it.”



Decline of rationality is accompanied by a *diminution of feeling*

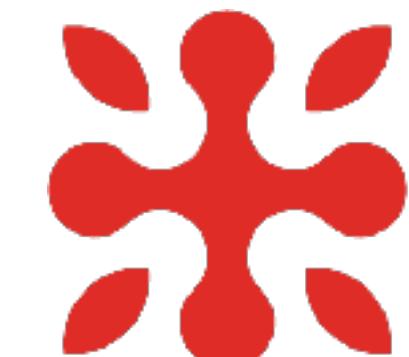
“Developmental sociopaths are well known to all of us from the daily news. ... The threshold at which their emotions kick in, when they do, is so high that they appear unflappable, and are, from their self reports, unfeeling and uncaring. They are the very picture of the cool head we were told to keep in order to do the right thing. In cold blood, and to everybody’s obvious disadvantage including their own, sociopaths often repeat their crimes. They are in fact yet another example of a pathological state in which a decline in rationality is accompanied by diminution or absence of feeling.”



... Antonio Damasio in Descarte's Error

The somatic marker hypothesis

Damasio, A. R. (1996). The somatic marker hypothesis and the possible functions of the prefrontal cortex. Phil. Trans. R. Soc. Lond. B, 351(1346), 1413-1420.



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CITATIONS

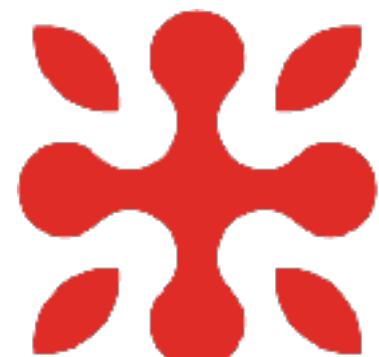
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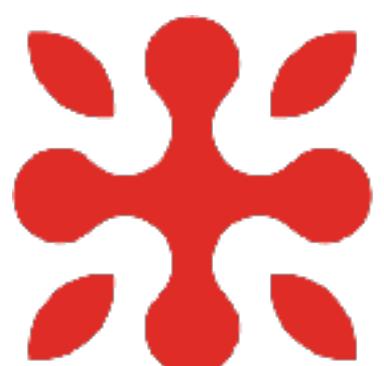
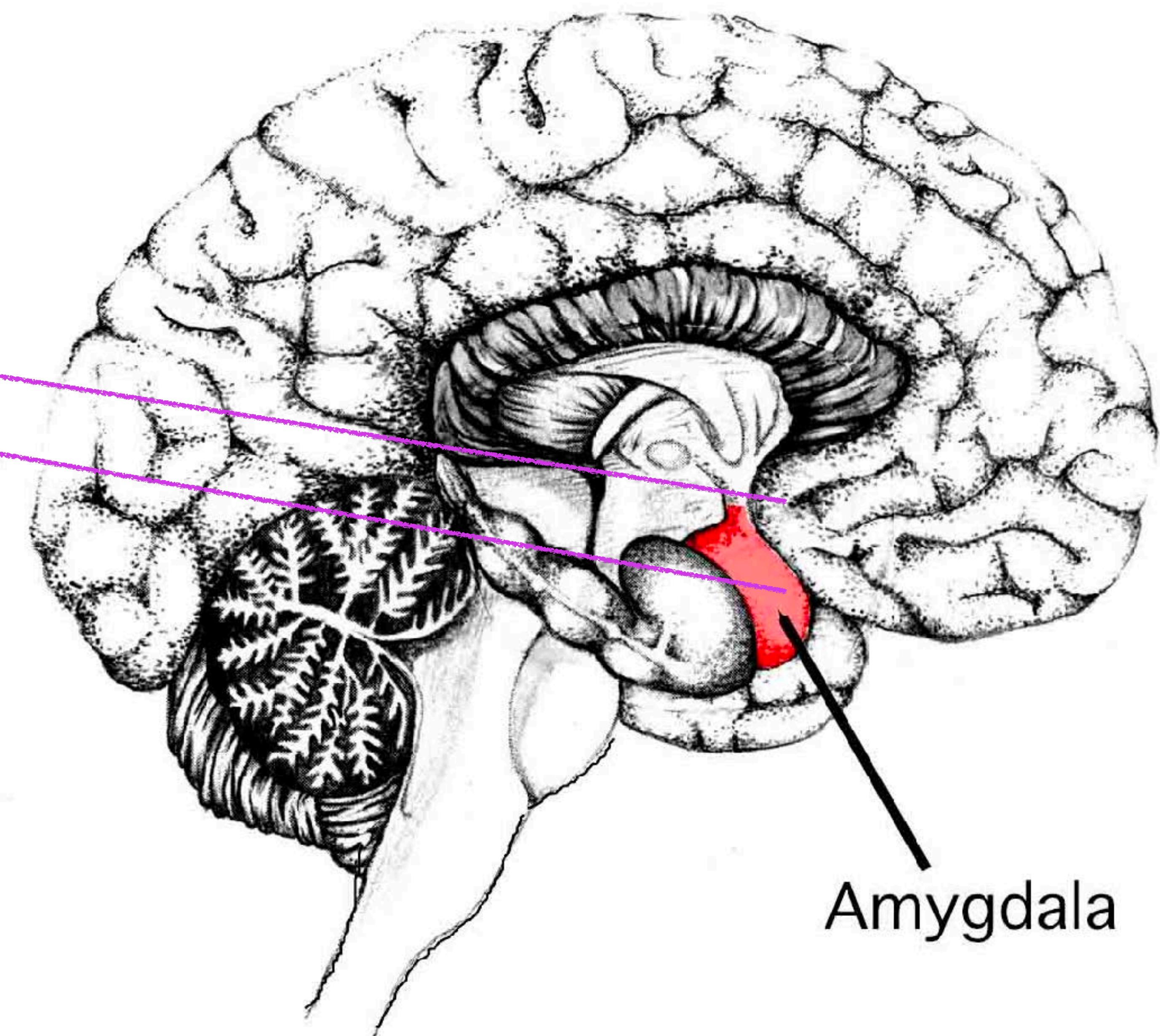
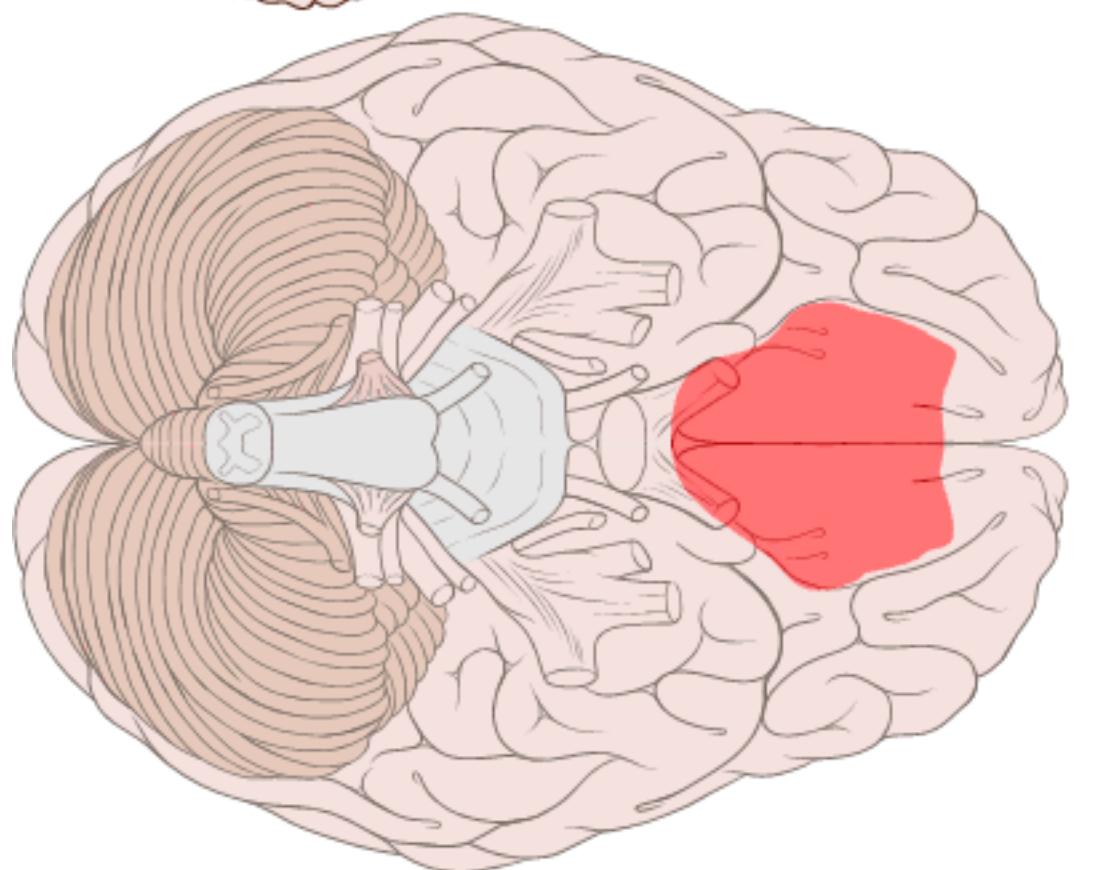
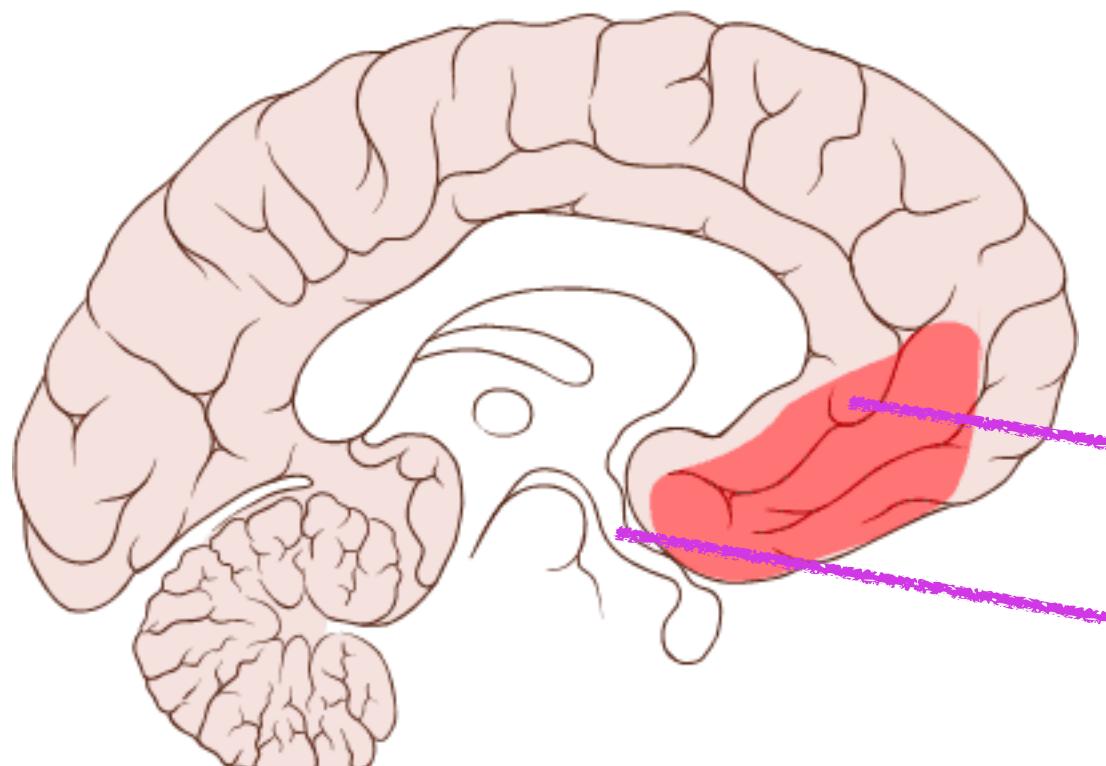
2659
CITATIONS

Bechara, A., & Damasio, A. R. (2005). The somatic marker hypothesis: A neural theory of economic decision. *Games and economic behavior*, 52(2), 336-372.

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CITATIONS

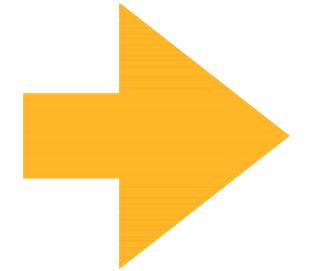


**Ventromedial Prefrontal
Cortex (shaded region)**



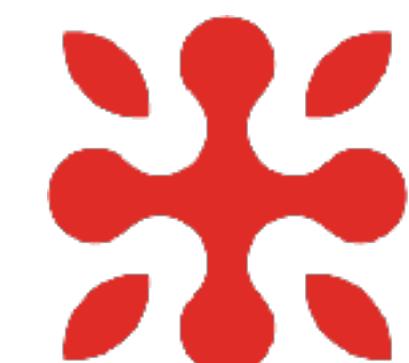
The Somatic Marker Hypothesis

PROSPECT

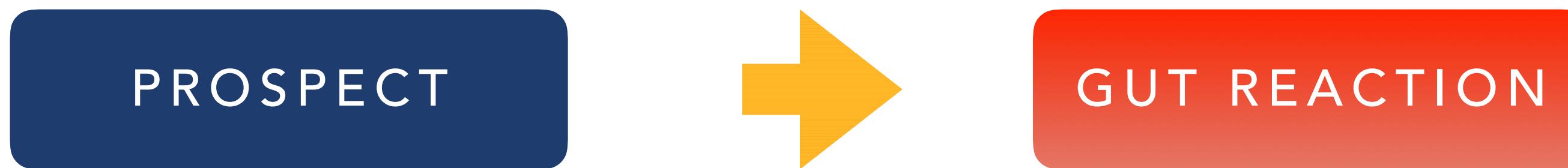


GUT REACTION

Response to the image of a bad outcome
that comes to mind



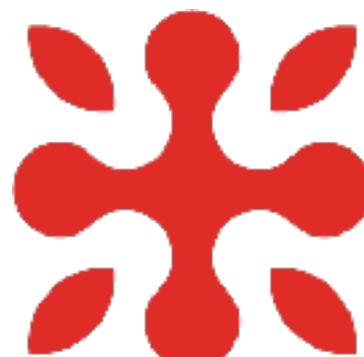
The Somatic Marker Hypothesis



Response to the image of a bad outcome
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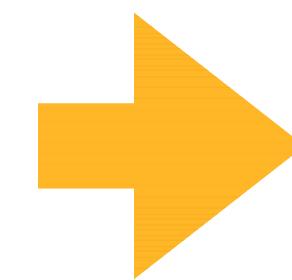
SOMA Greek for “body”

A yellow rounded rectangular box contains the word "SOMA" in black capital letters. To the right of this box, the word "Greek for ‘body’" is written in a brown serif font.



The Somatic Marker Hypothesis

PROSPECT



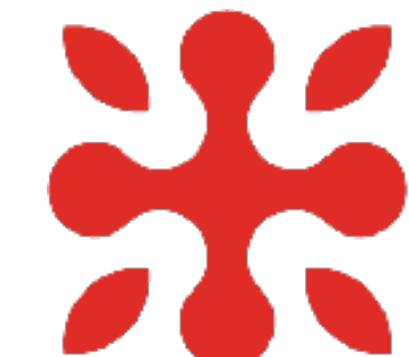
GUT REACTION

Response to the image of a bad outcome
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Somatic: Occurring in the theater of the body

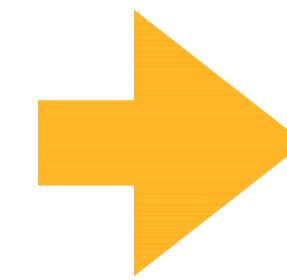
SOMA

Greek for “body”



The Somatic Marker Hypothesis

PROSPECT



GUT REACTION

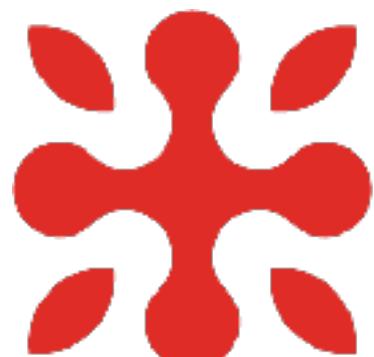
Response to the image of a bad outcome
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Somatic: Occurring in the theater of the body

SOMA

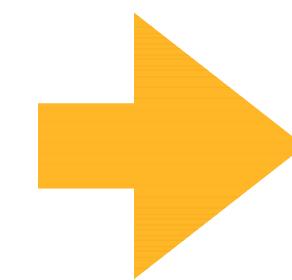
Greek for “body”

Marker: The reaction marks an image



The Somatic Marker Hypothesis

PROSPECT



GUT REACTION

Response to the image of a bad outcome
that comes to mind

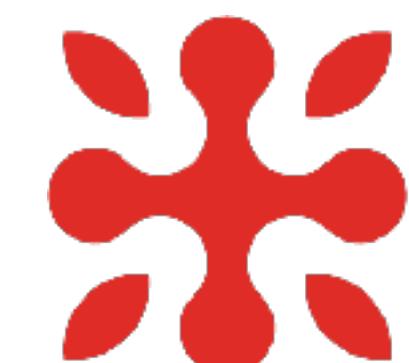
Somatic: Occurring in the theater of the body

SOMA

Greek for “body”

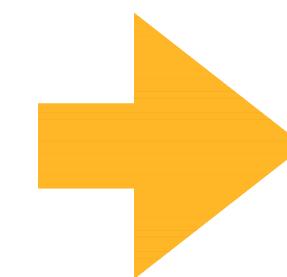
Marker: The reaction marks an image

Somatic Marker arises BEFORE you make a decision; still room for DA



The Somatic Marker Hypothesis

PROSPECT



GUT REACTION

SOMATIC MARKER IS AN AUTOMATED SIGNAL THAT "DRASTICALLY REDUCES YOUR OPTIONS"

Response to the image of a bad outcome that comes to mind

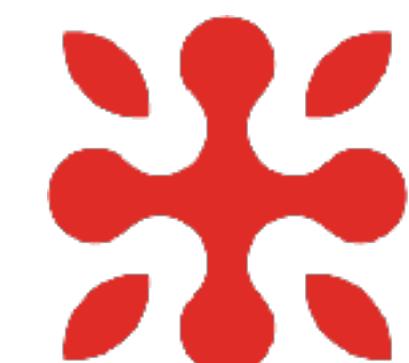
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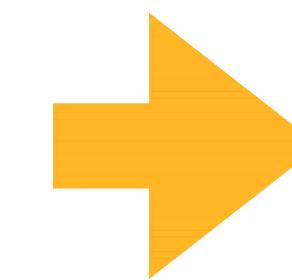
Marker: The reaction marks an image

Somatic Marker arises BEFORE you make a decision; still room for DA



The Somatic Marker Hypothesis

PROSPECT

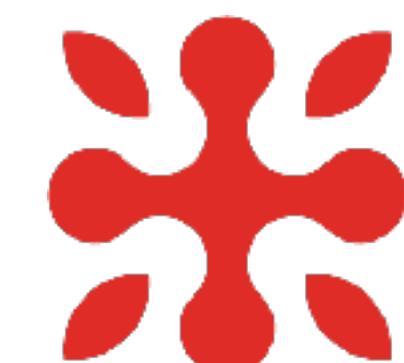


GUT REACTION

SOMATIC MARKER IS
AN AUTOMATED
SIGNAL THAT
“DRASTICALLY
REDUCES YOUR
OPTIONS”

Response to the image of a bad outcome
that comes to mind

“In short, somatic markers are a special instance of feelings generated from secondary emotions. Those emotions and feelings have been connected, by learning, to predicted future outcomes of certain scenarios.”



... Antonio Damasio in Descarte's Error, P174

The Somatic Marker Hypothesis is testable

- As the marker happens in the body, skin conductance response can be used to reliably detect it

- The *Iowa Gambling Task*

https://www.psystoolkit.org/experiment-library/experiment_igt.html

High immediate gain,
larger future loss



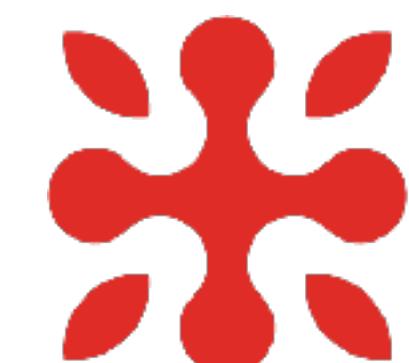
e.g. Gain: \$100 reward
Loss: -\$150

Lower immediate gain,
Smaller future loss



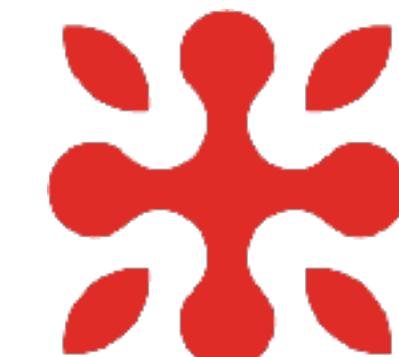
e.g. Gain: \$50
Loss: \$0

Starting Pot
\$2000



RESULTS

- Normals learned to switch to the safer decks over time
- VMPFC patients did not! They always chose myopically.
- Both VMPFC patients and normals registered SCR when getting rewards or penalties; the VMPFC patients just couldn't use that for learning
- Amygdala patients did not register SCR when getting rewards or penalties



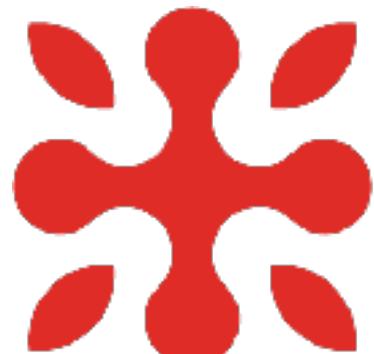
BOTTOMLINE: Emotions are the apparatus for learning

They help us develop an internal predictive model

Two Possibilities:

COGNITIVE ESTIMATE
AUTOMATICALLY CONNECTS
WITH SOMATIC STATE

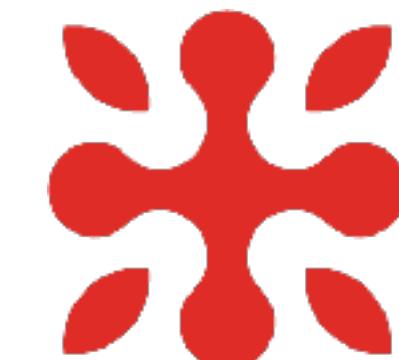
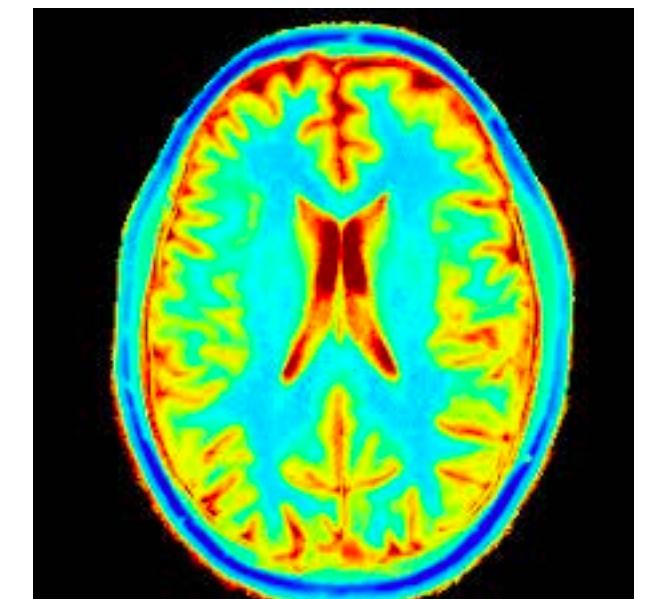
COVERT, NON-CONSCIOUS
ESTIMATE PRECEDES ANY
COGNITIVE PROCESS ON TOPIC



Questions for MYSELF

- Why are the mapper and the mappee so inspired by these conversations?
- Is the connection real? What's happening to the mapper (me) physically? I believe that the mappee is also feeling it in their bodies — can that be validated? Is it all just a big mental game I am playing to believe what I want to believe?
CAN THIS BE SEEN IN SCR?
- How can I get myself and a subject into one of those MRI machines to see what's going on?

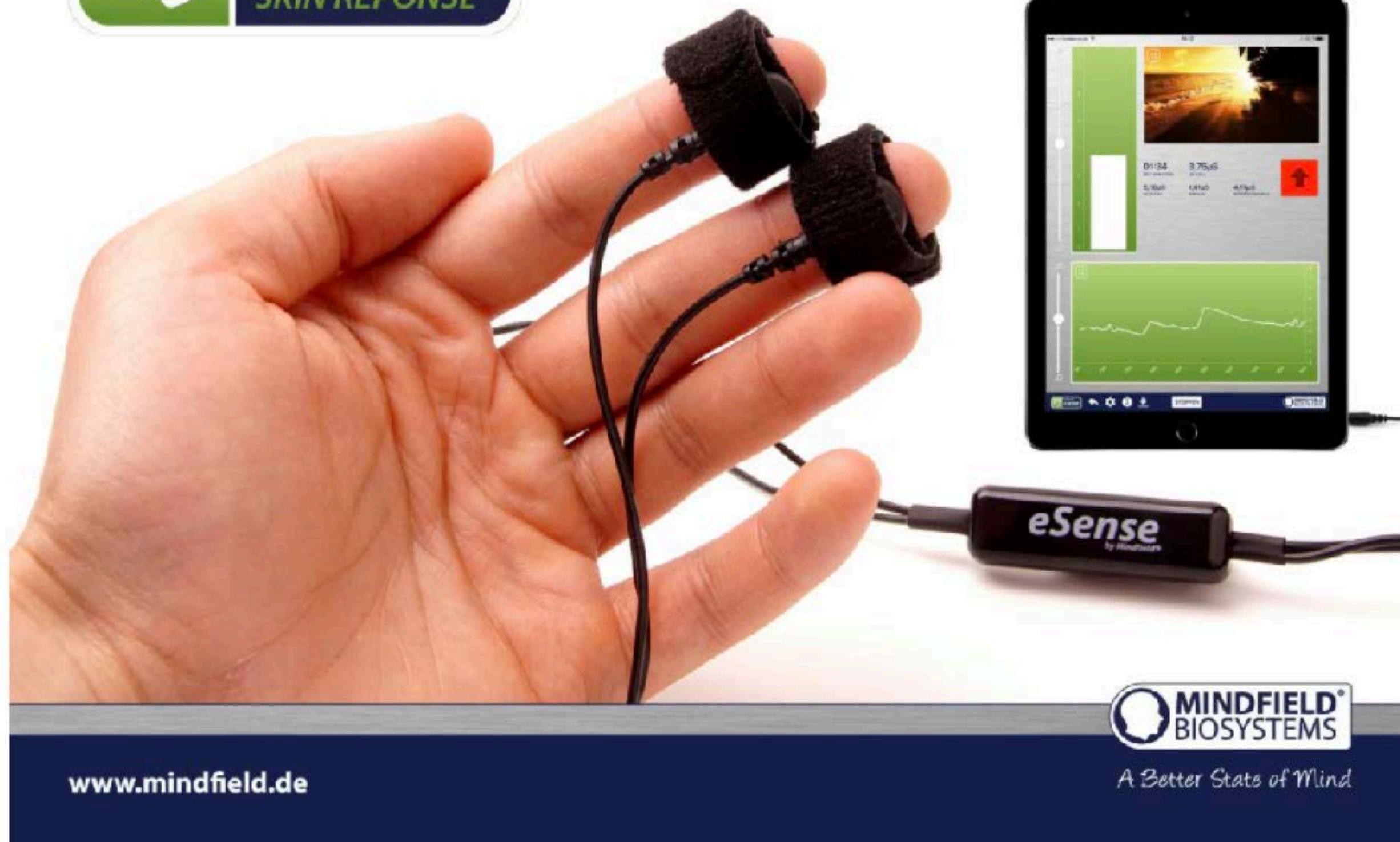
LET'S TRY SKIN-CONDUCTANCE RESPONSE (SCR) FIRST!



Mindfield eSense - under \$100



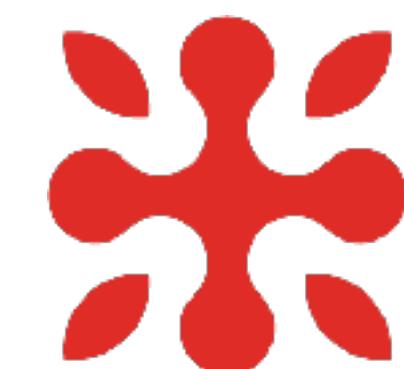
UNIVERSAL USE WITH
APPLE® • iPhone® • iPad® • iPod touch®
ANDROID™ SMARTPHONES/TABLETS



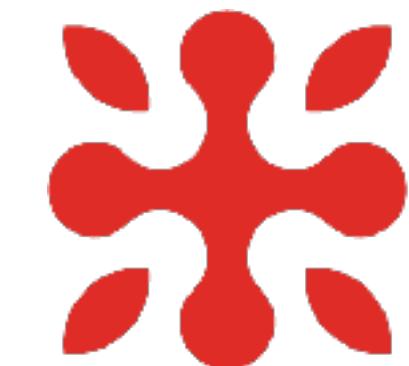
Connects to your phone



Export data to CSV



Listen for feelings across three vectors



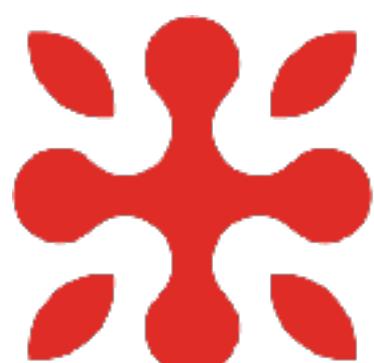
12:41

Economic
Powerlessness
“Opioid Epidemic”

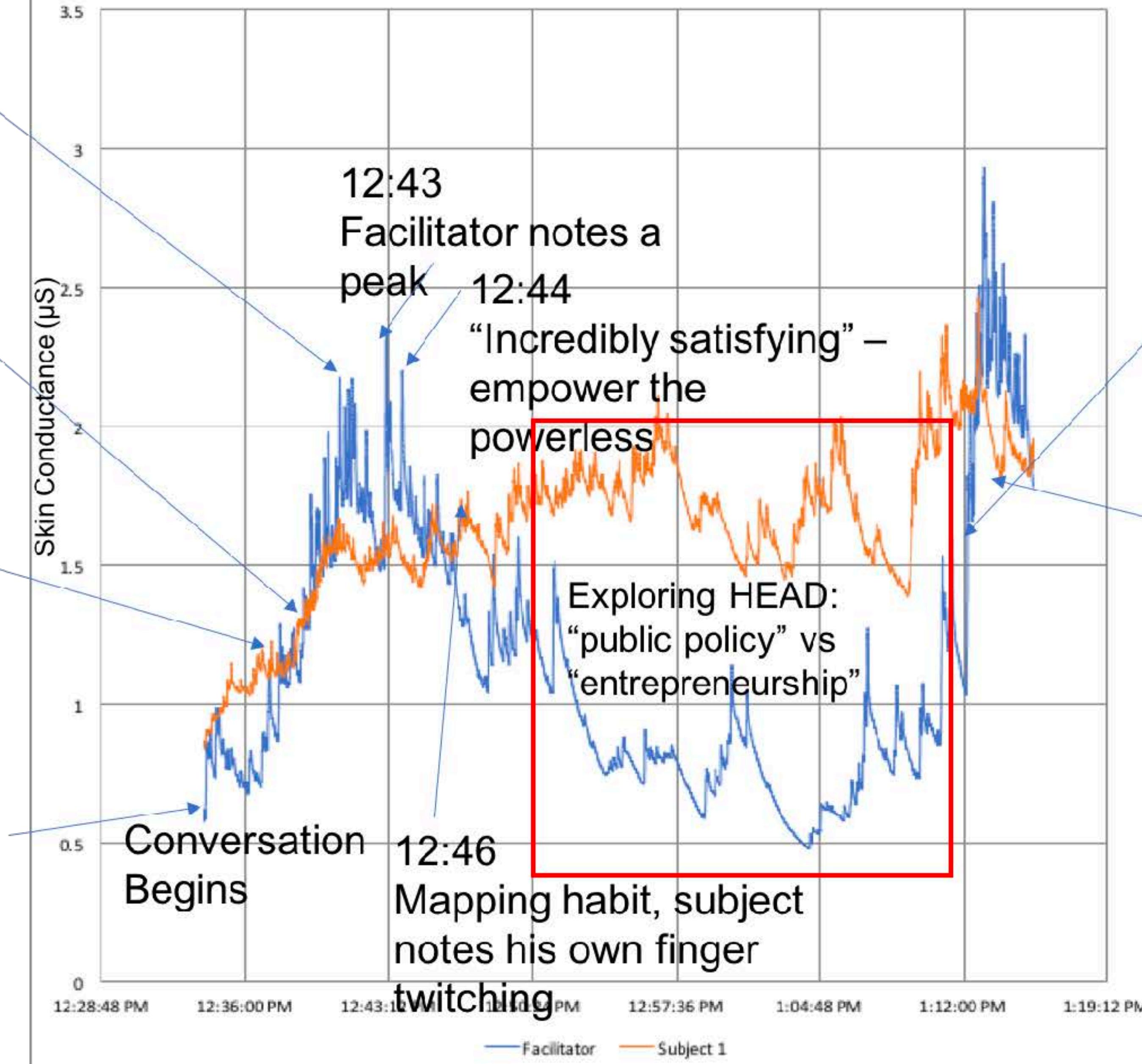
12:38
Agency & Humanity

12:37
“That’s a tough one.”
(people feeling
powerless)

12:34
“Not attached.
Slowly learning I am
driven by emotions.”

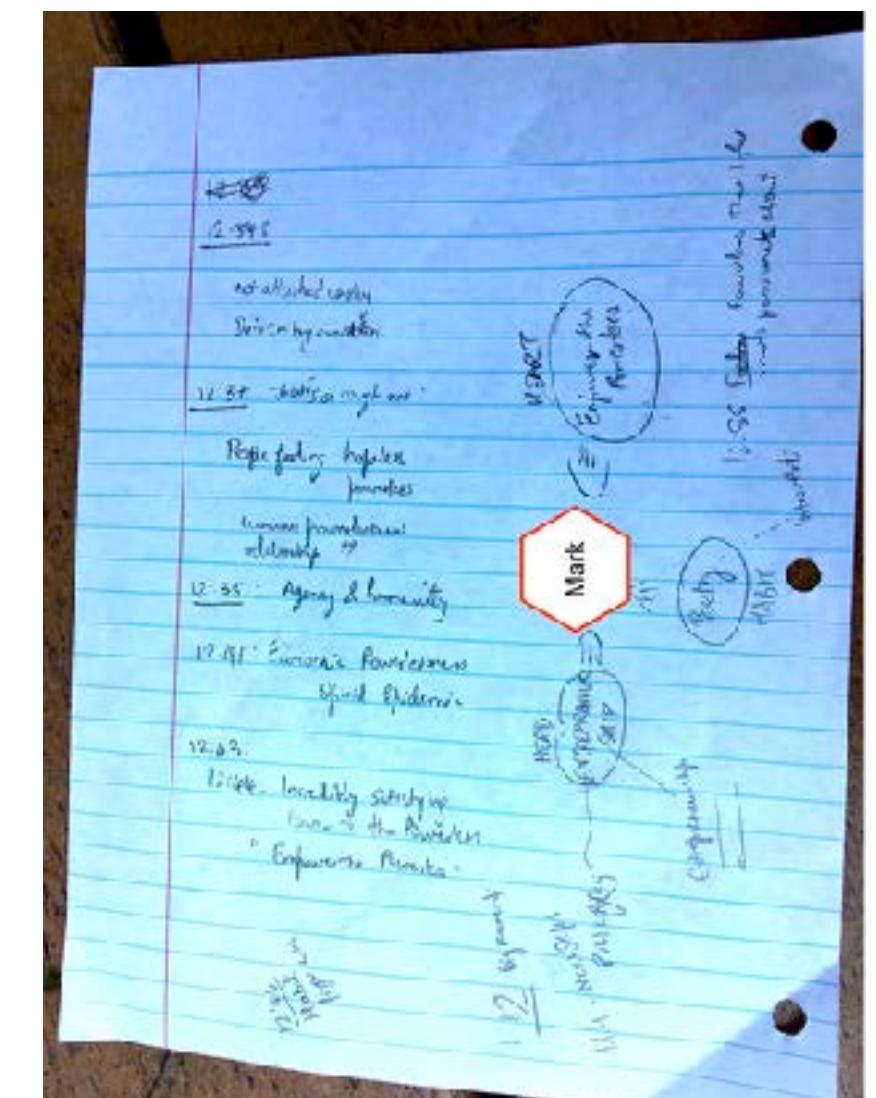


Mark's Skin Conductance Readings



Facilitator notes “big moment”.
Entrepreneurship clicks for head

Next Steps



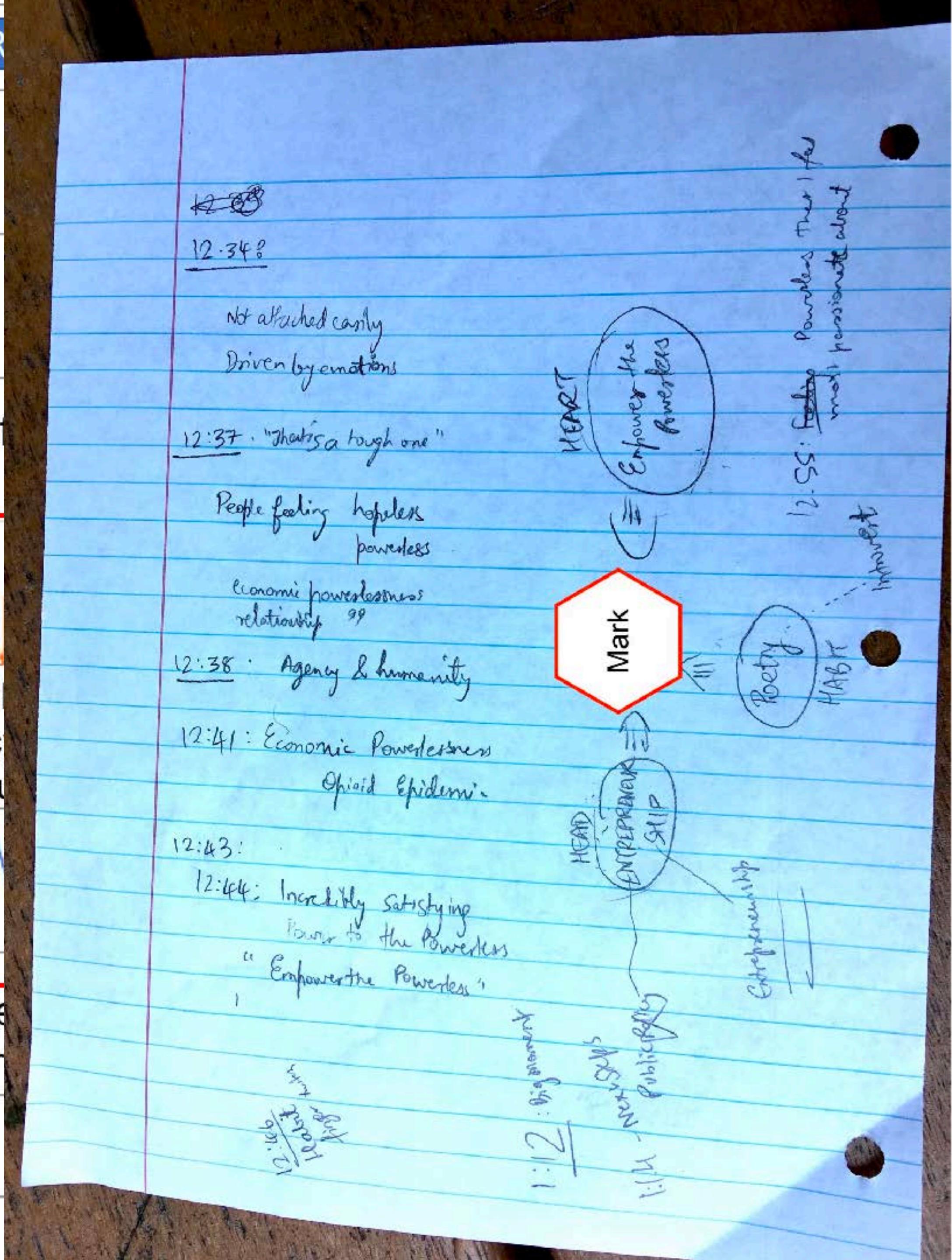
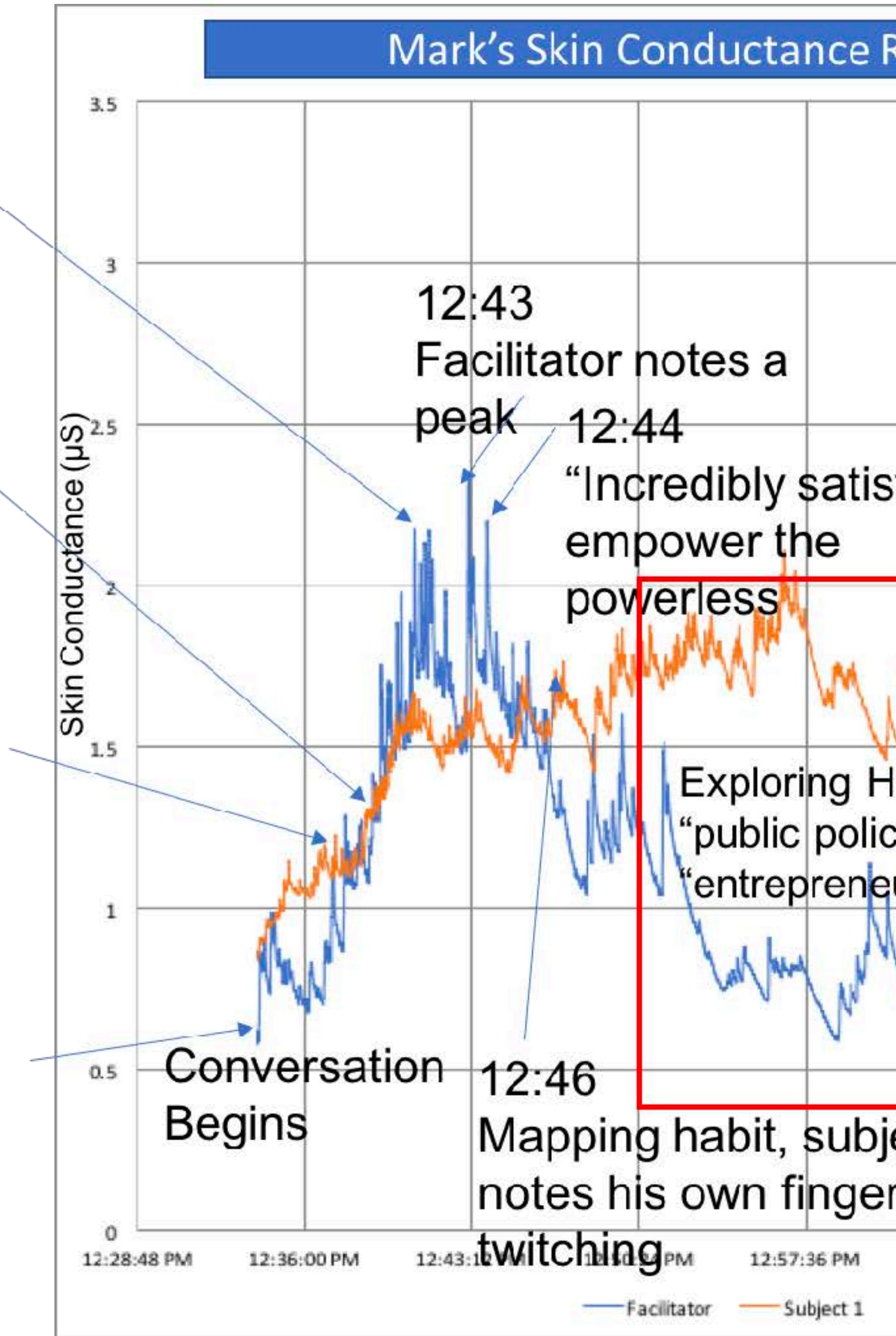
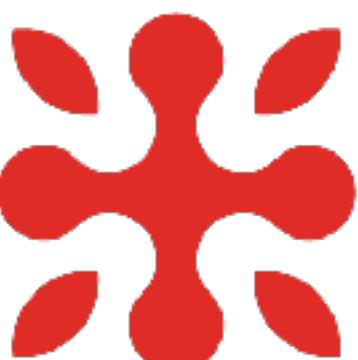
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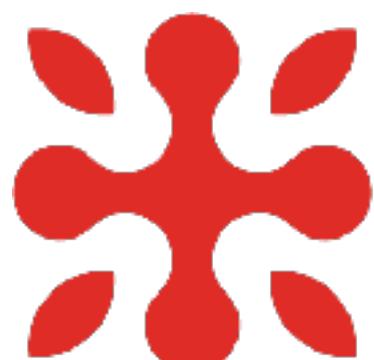
12:41

Economic
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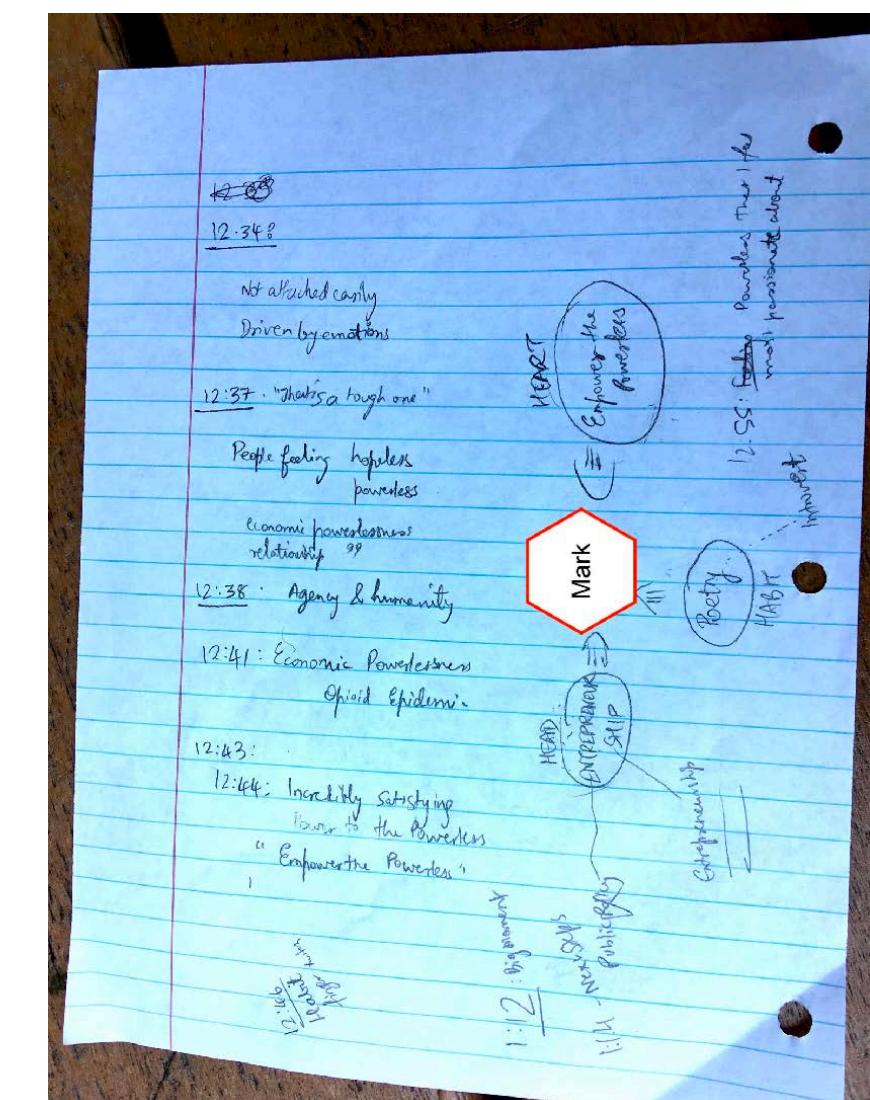
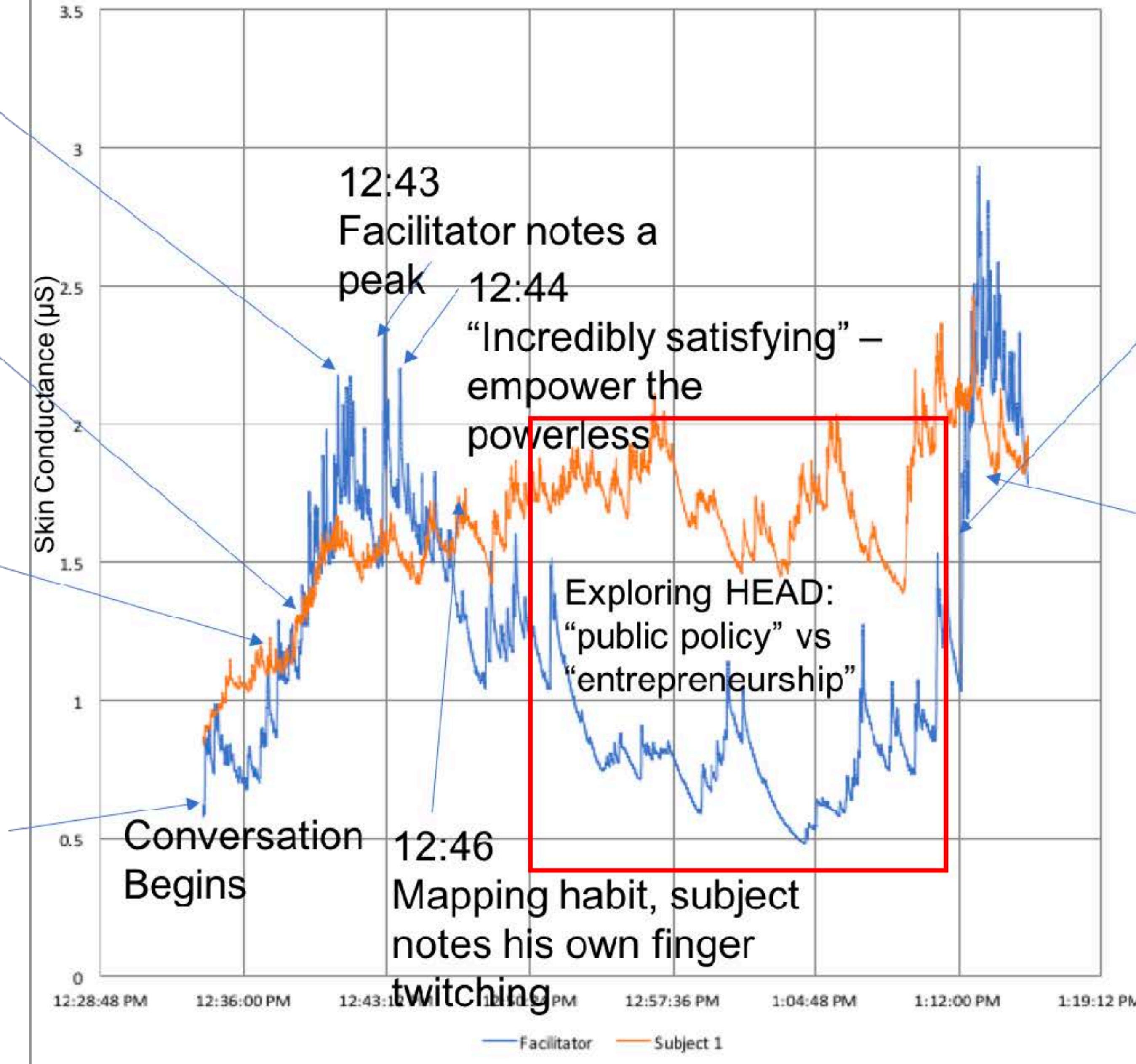
12:38
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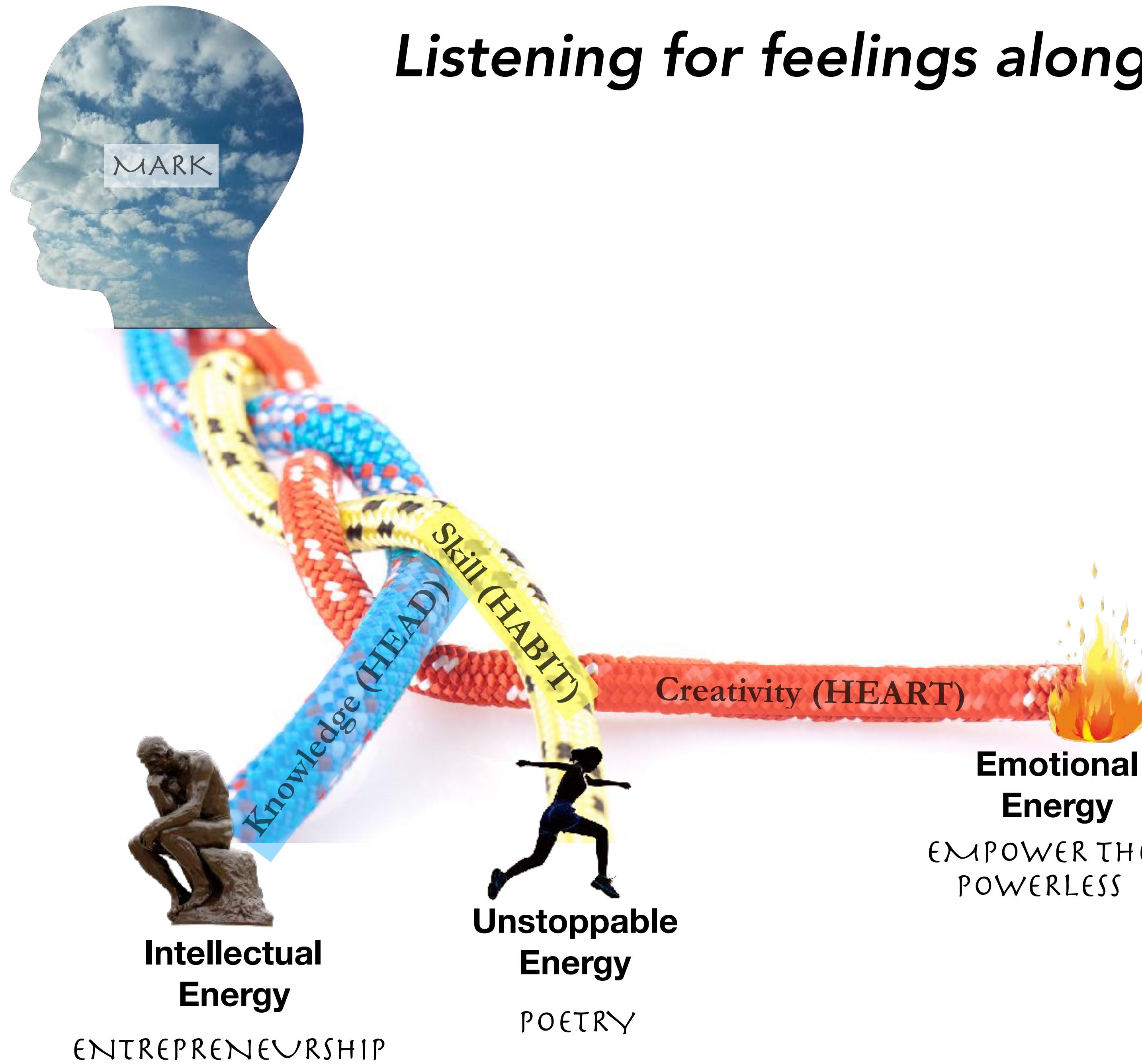
12:34
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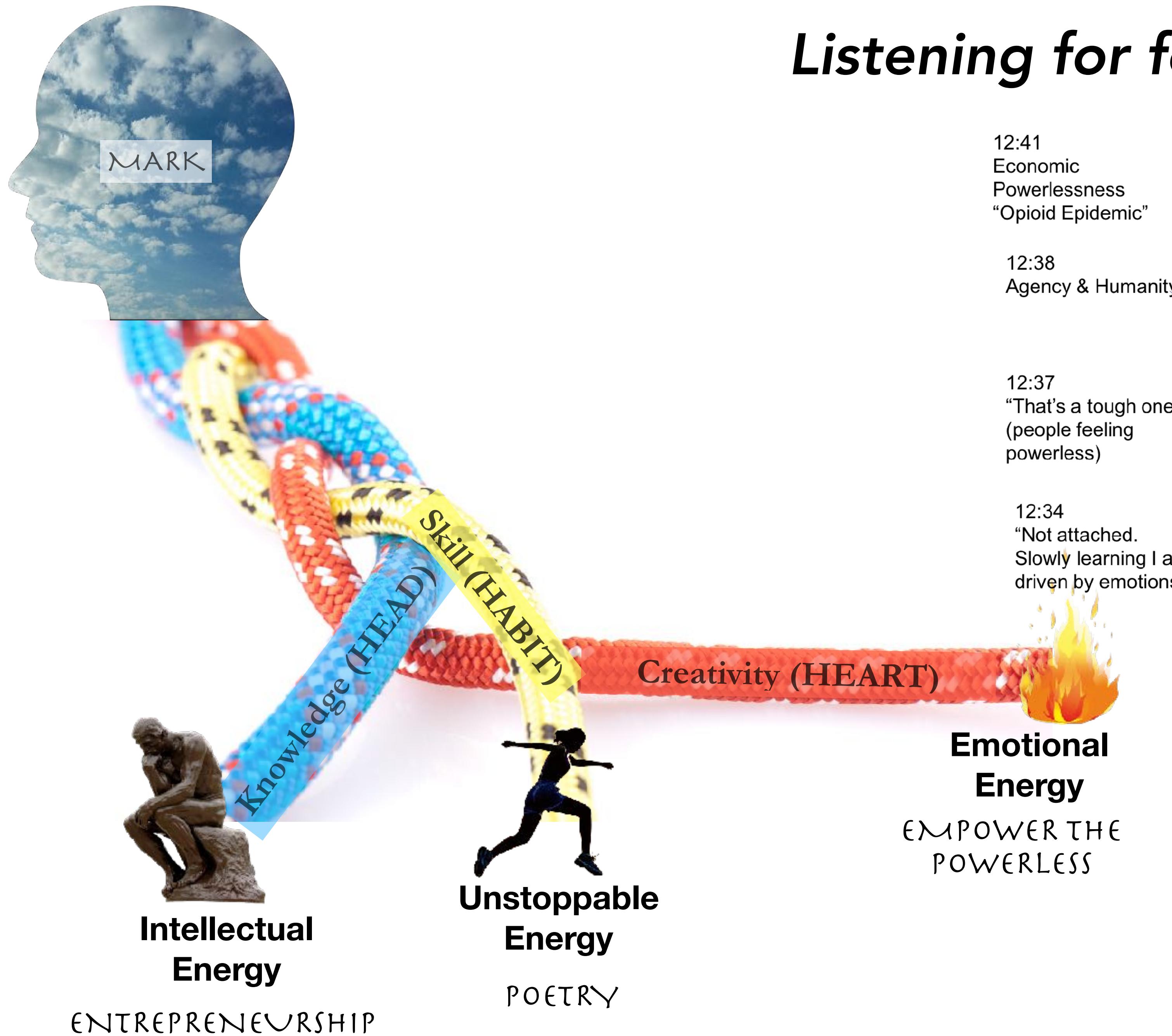
Mark's Skin Conductance Readings



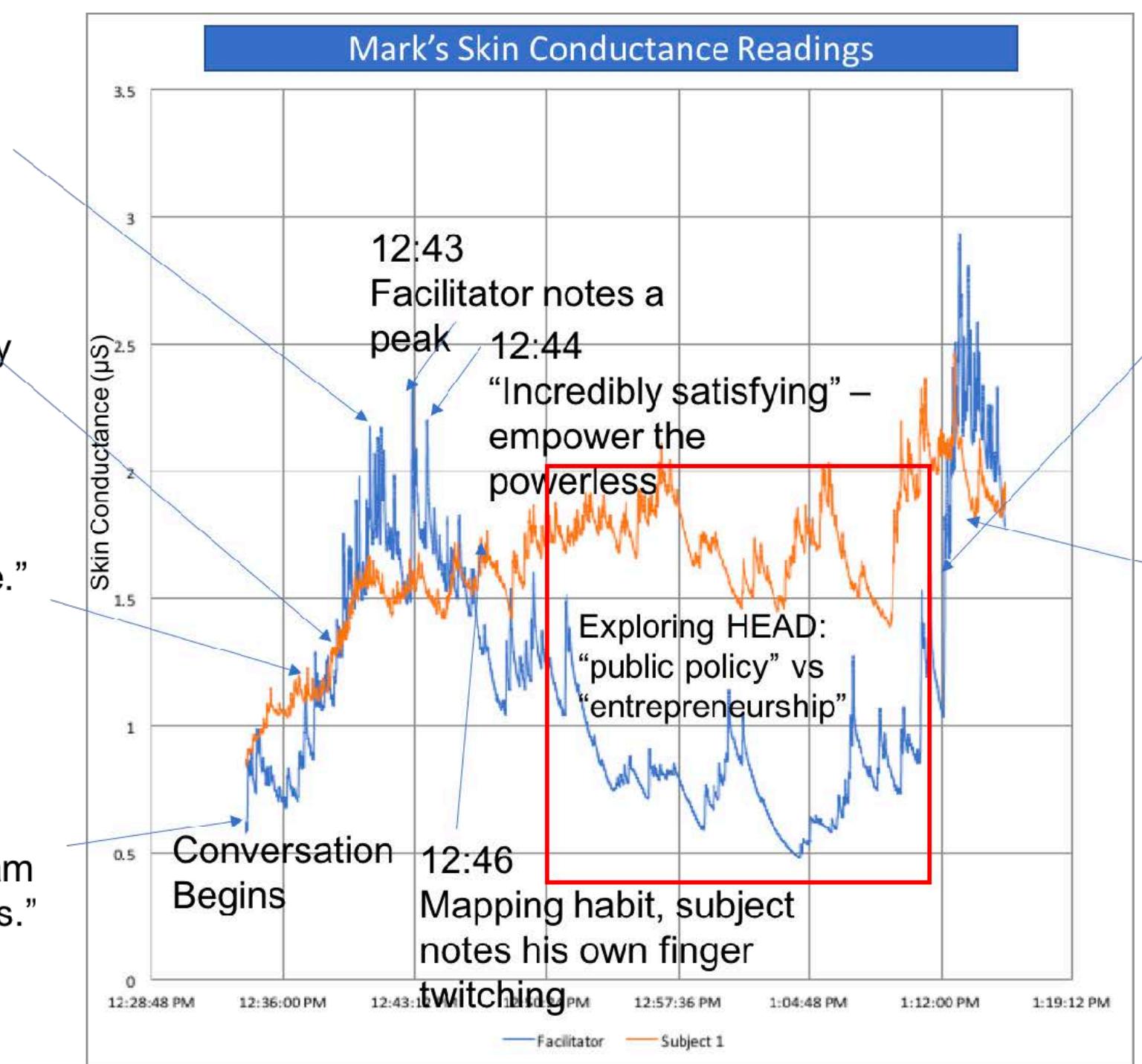
Listening for feelings along three vectors



Listening for feelings along three vectors



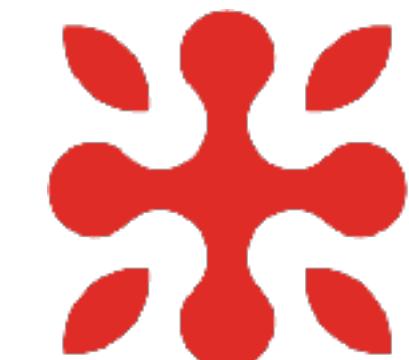
12:41
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12:34
"Not attached.
Slowly learning I am driven by emotions."



1:12
Facilitator notes "big moment".
Entrepreneurship cl
for head
1:14
Next Steps

CAVEAT
PERSONAL EXPERIMENT
NEED TO REPEAT RELIABLY
GREAT RESEARCH TOPIC

**What are the
implications for DA?**

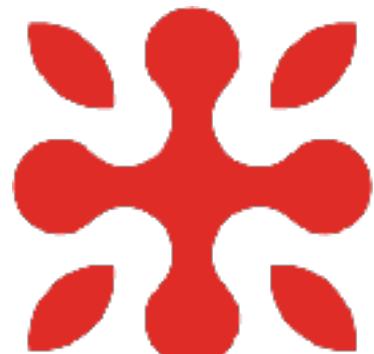


The implicit bottomline

IS BALANCE/PEACE/EQUANIMITY A
FEELING OR A THOUGHT?

- A good decision is one where you **feel** balanced and achieve equanimity
- The real value of Decision Analysis is that it helps you cross stormy seas and get to equanimity
- “Don’t trust your emotions when making decisions; they will misguide you”

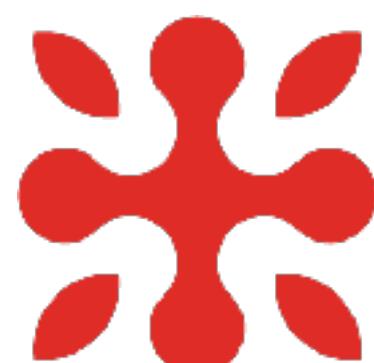
NOT SO FAST!

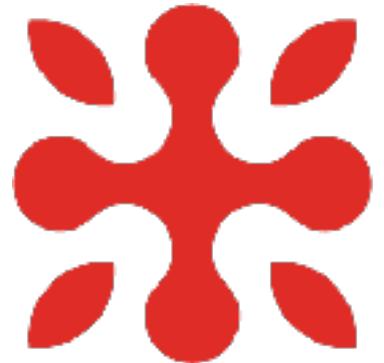


Feelings can also guide us!

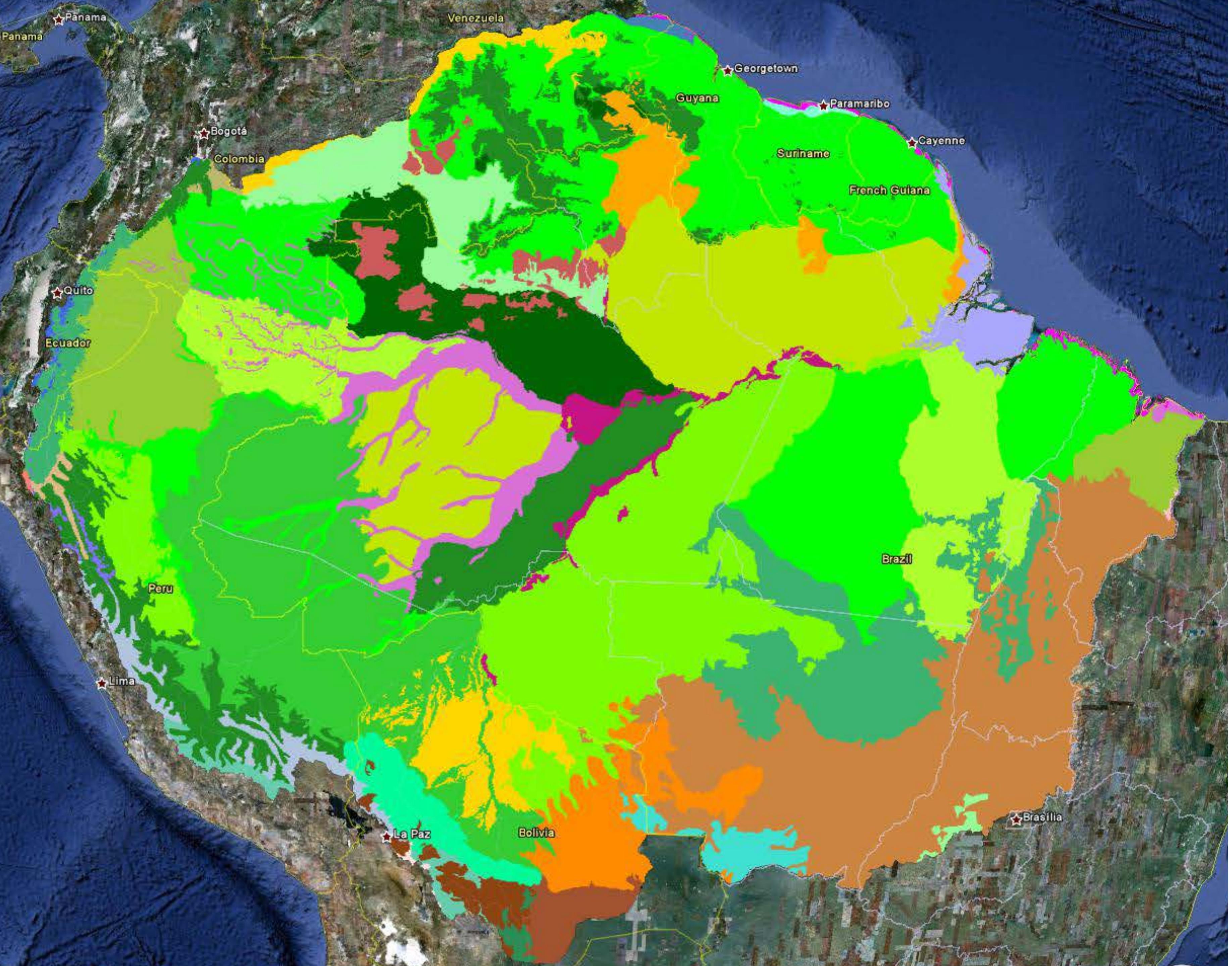
What if... “the purpose of Decision Analysis is to take complexity off the table so we can focus on who we want to be?”

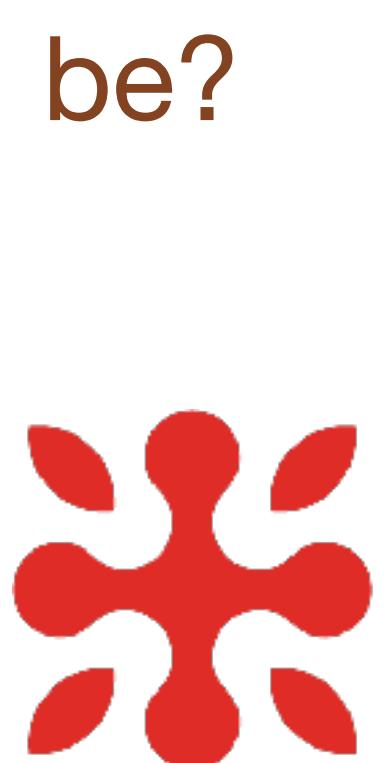
What if... it only becomes possible to decide when we can FEEL, and we can't FEEL our way through when facing complex decisions?





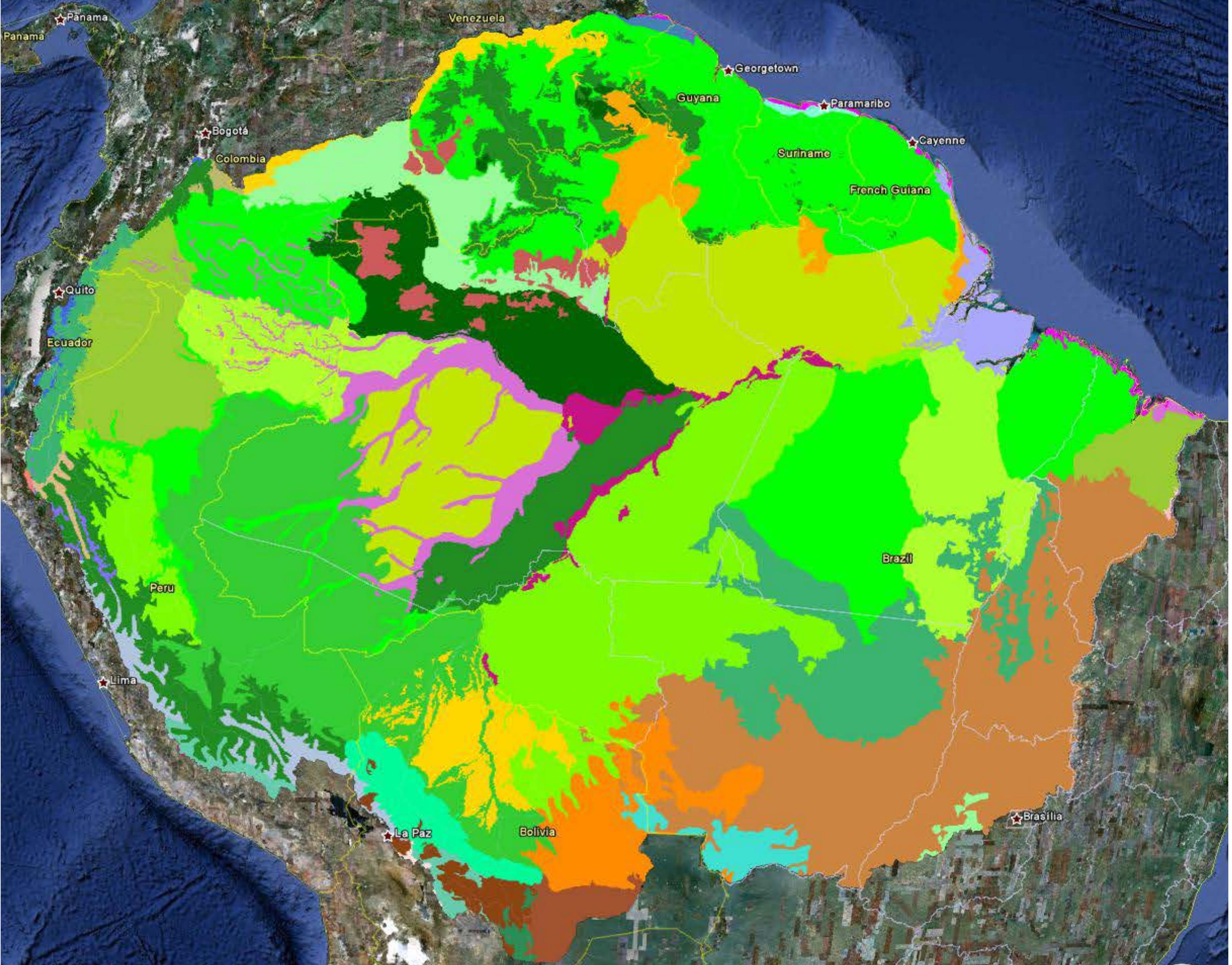
Which countries to enter
for conservation work
using Forest Carbon
Credits?





Which countries to enter
for conservation work
using Forest Carbon
Credits?

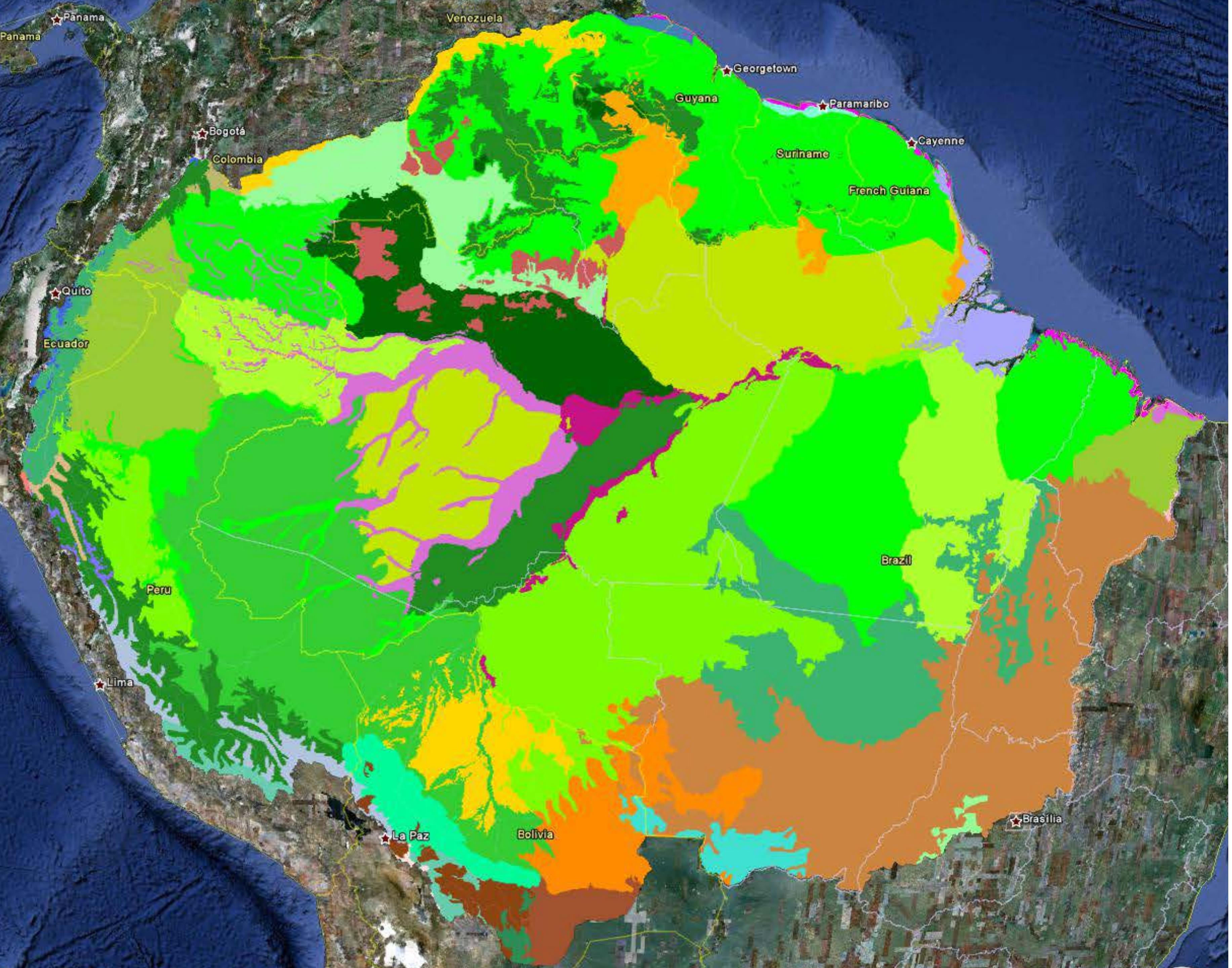
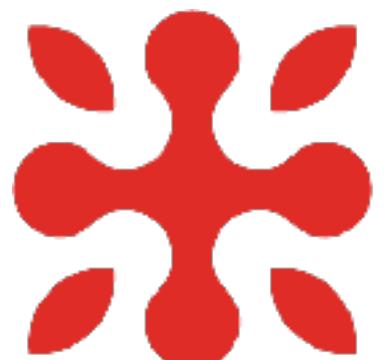
Ask: Who do you want to
be?



Which countries to enter
for conservation work
using Forest Carbon
Credits?

Ask: Who do you want to
be?

Answer: Not sure.

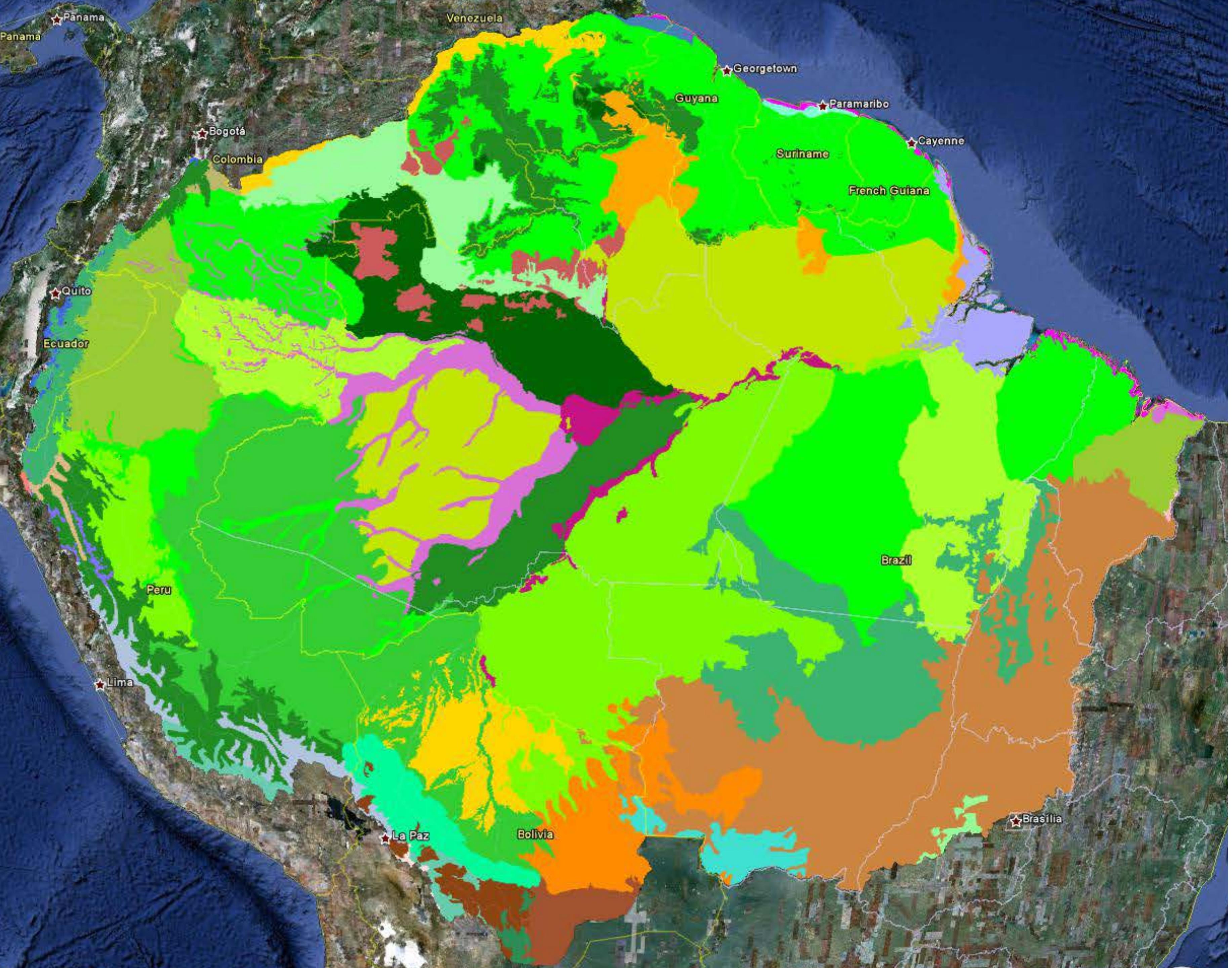


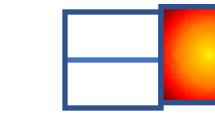
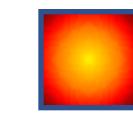
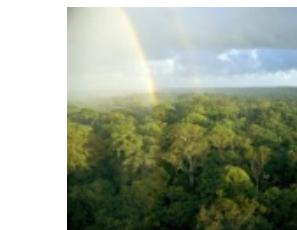
Which countries to enter
for conservation work
using Forest Carbon
Credits?

Ask: Who do you want to
be?

Answer: Not sure.

No problem - DA to the
rescue!



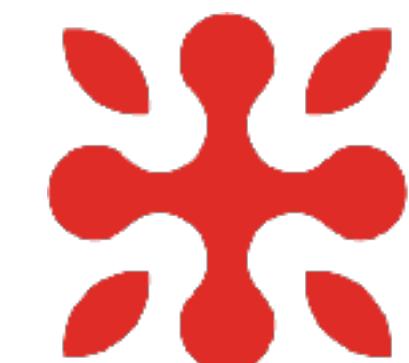


Linda	1. Country A 2. Country B 3. Country C	1. Country A 2. Country B 3. Country C	1. Country D 2. Country B 3. Country A	1. Country E 2. Country A 3. Country B	1. Country A 2. Country B 3. Country C
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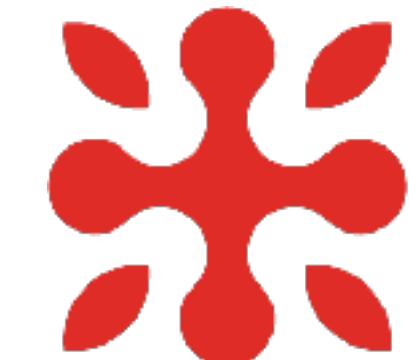
Mike	1. Country A 2. Country B 3. Country C	1. Country A 2. Country B 3. Country C	1. Country A 2. Country B 3. Country E	1. Country E 2. Country B 3. Country A	1. Country A 2. Country B 3. Country E
-------------	--	--	--	--	--

Brad	1. Country A 2. Country B 3. Country D	1. Country B 2. Country A 3. Country D	1. Country B 2. Country A 3. Country D	1. Country B 2. Country A 3. Country E	1. Country B 2. Country A 3. Country E
-------------	--	--	--	--	--

Jenny	1. Country A 2. Country B 3. Country E	1. Country A 2. Country B 3. Country E	1. Country A 2. Country B 3. Country E	1. Country E 2. Country A 3. Country B	1. Country A 2. Country B 3. Country E
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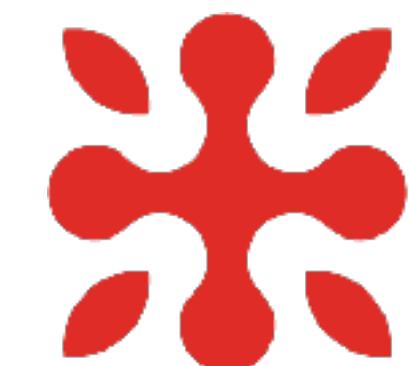
RESULT: CLARITY ON VALUE POSITION THAT FITS US



REPEATED THIS AT:

THE NATURE CONSERVANCY

[Click here to read article](#)



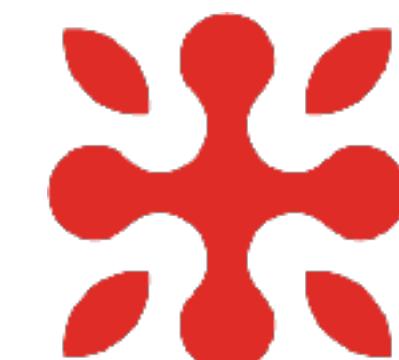
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THE NATURE CONSERVANCY

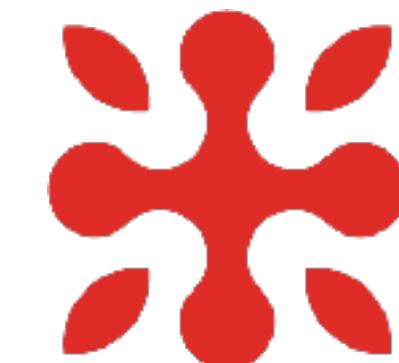
Gamechanger approach: “The analysis takes complexity off the table so you can focus on who you want to be!”

—OR— You can still follow the path you want; the analysis helps you do so with your eyes open, with authenticity.

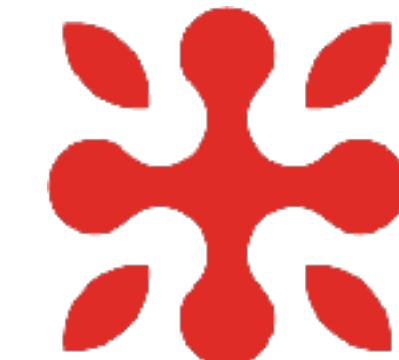
RESULTS: Team developed an intuition (feeling) for which projects were really valuable and voluntarily offered some of their own projects for termination!



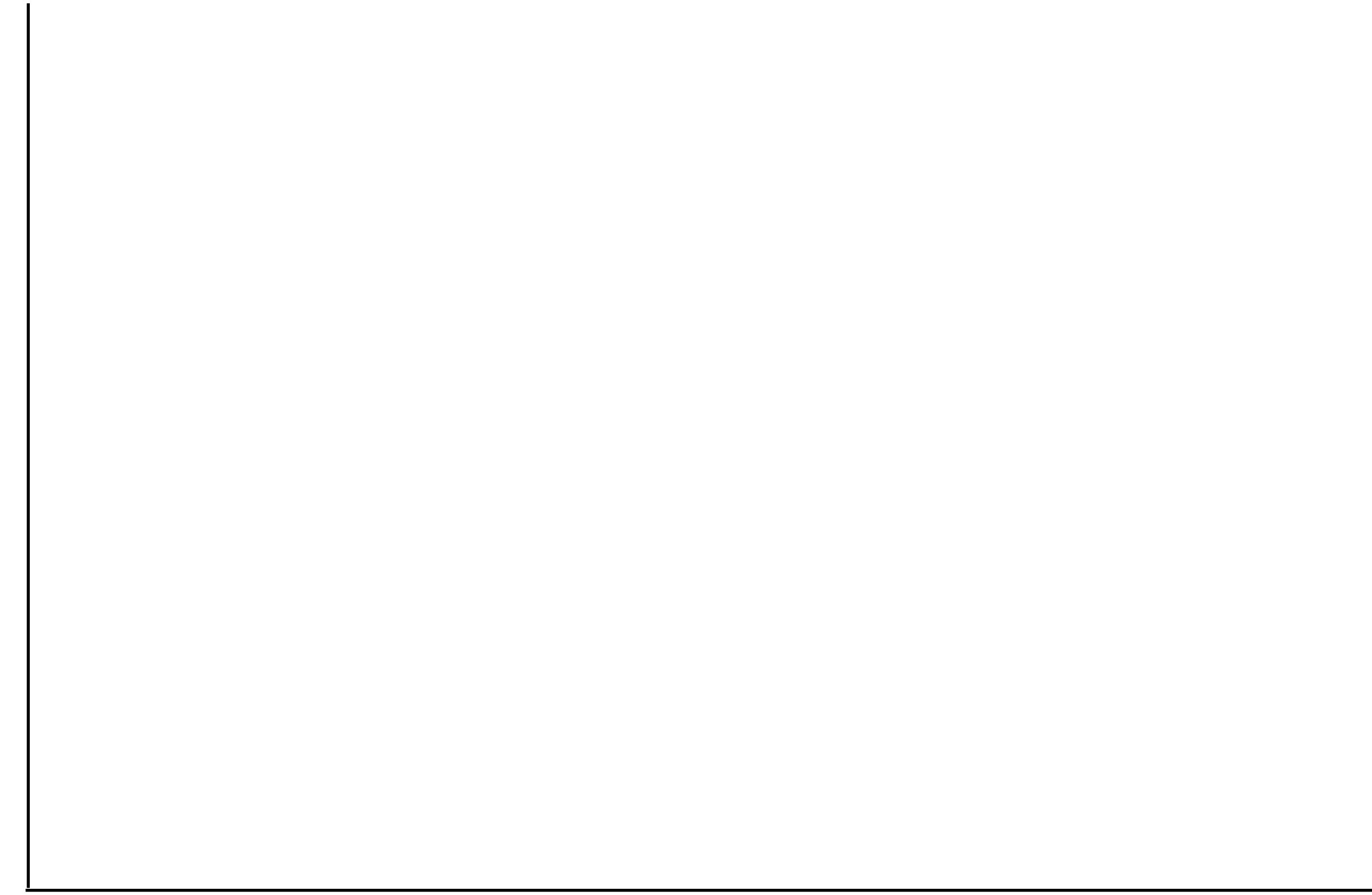
Not just non-profits, in for-profit R&D Portfolio Management, this became the hallmark of SmartOrg's approach.



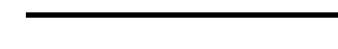
**At Ulu Ventures, DA is what allows us to respect the
entrepreneur when passing**



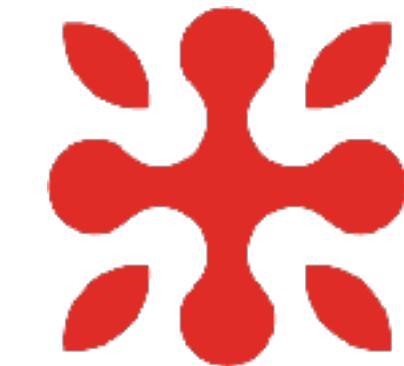
I would like to distinguish metrics on two dimensions



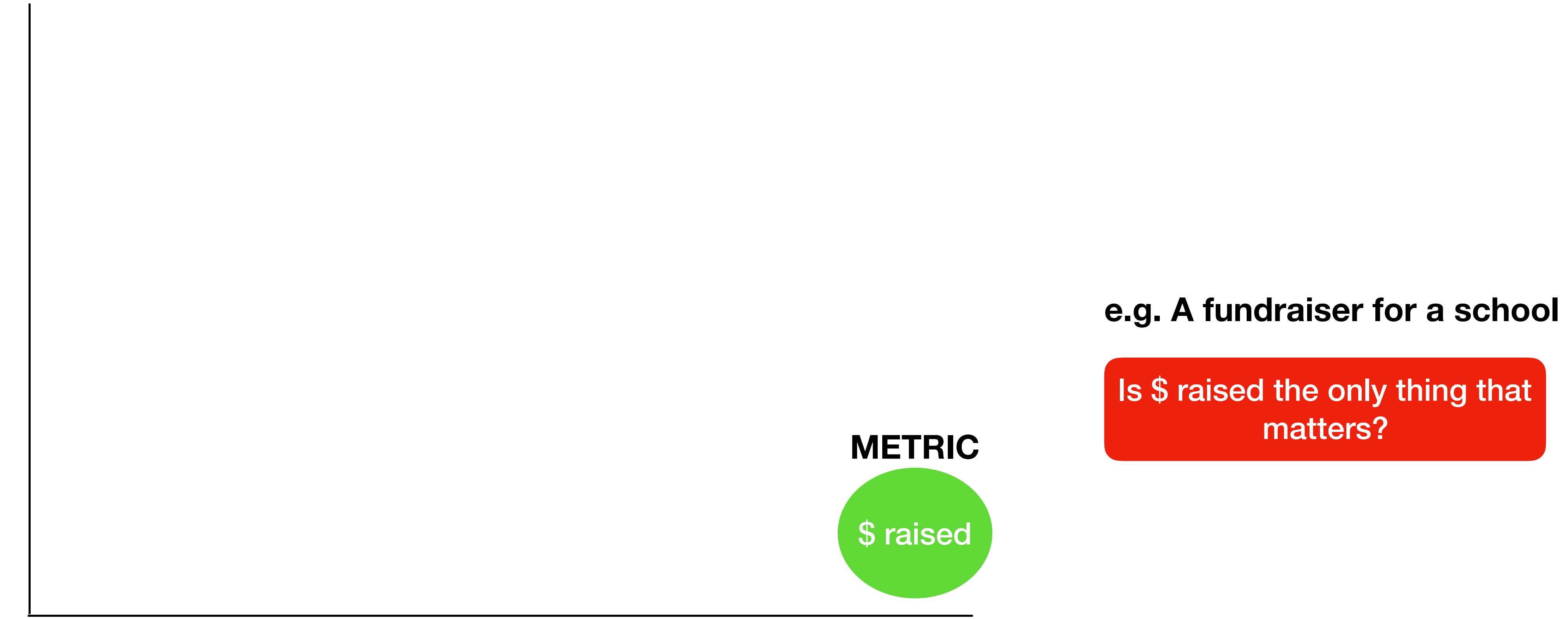
LUMINOSITY



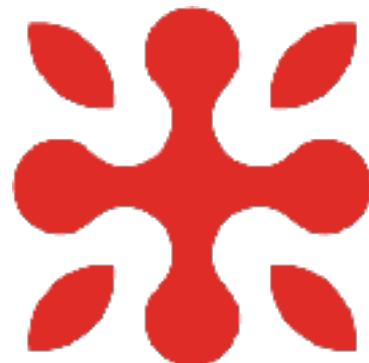
How much practical light does the metric shed on the situation?



I would like to distinguish metrics on two dimensions



How much practical light does the metric shed on the situation?



There is a whole other dimension for metrics

How inspiring is this metric?

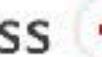
Source: Merriam-Webster

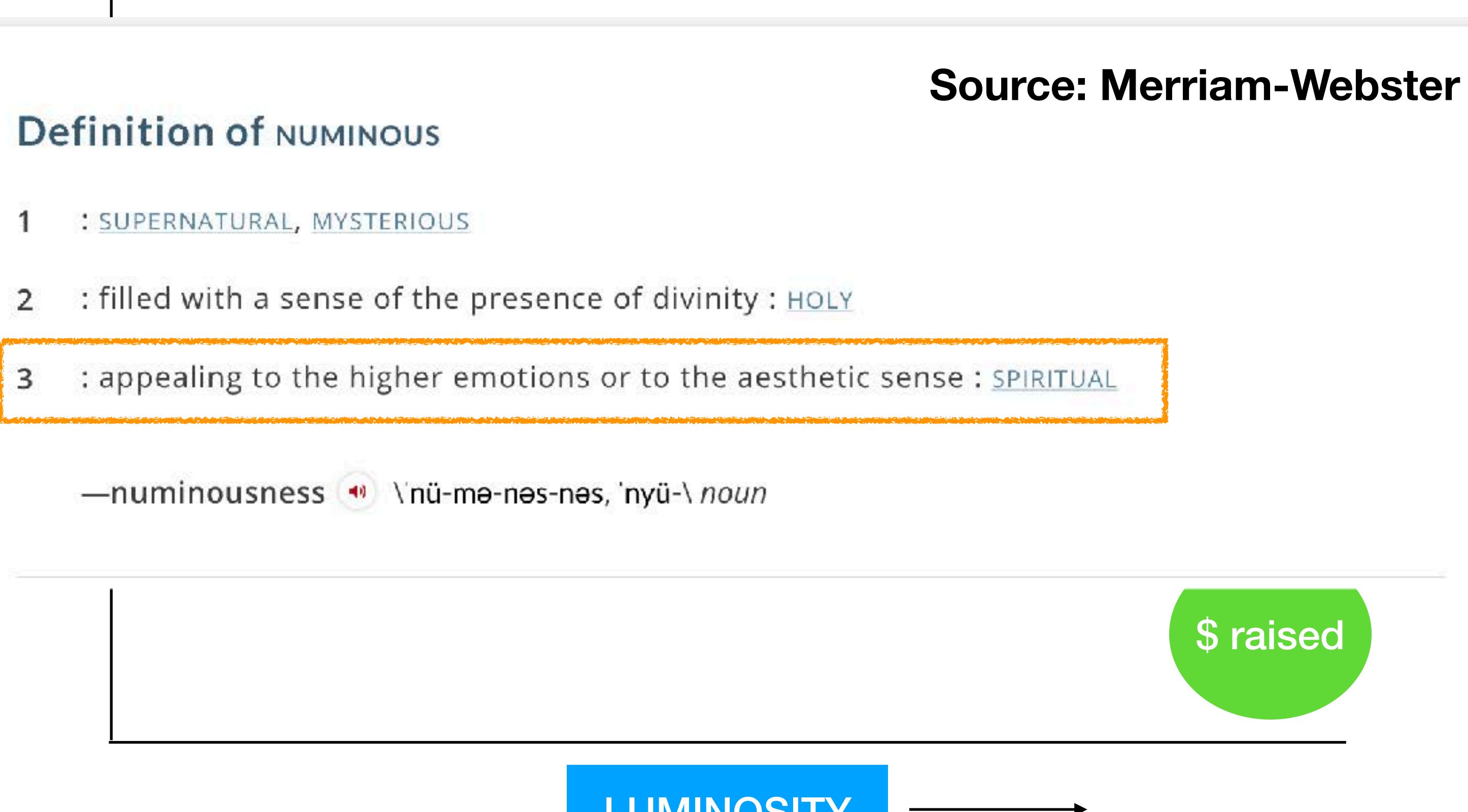
Definition of NUMINOUS

1 : SUPERNATURAL, MYSTERIOUS

2 : filled with a sense of the presence of divinity : HOLY

3 : appealing to the higher emotions or to the aesthetic sense : SPIRITUAL

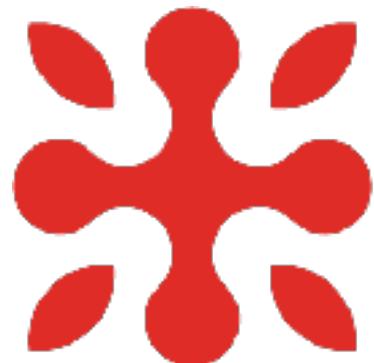
—numinousness  \nü-mə-nəs-nəs, 'nyü-\ noun



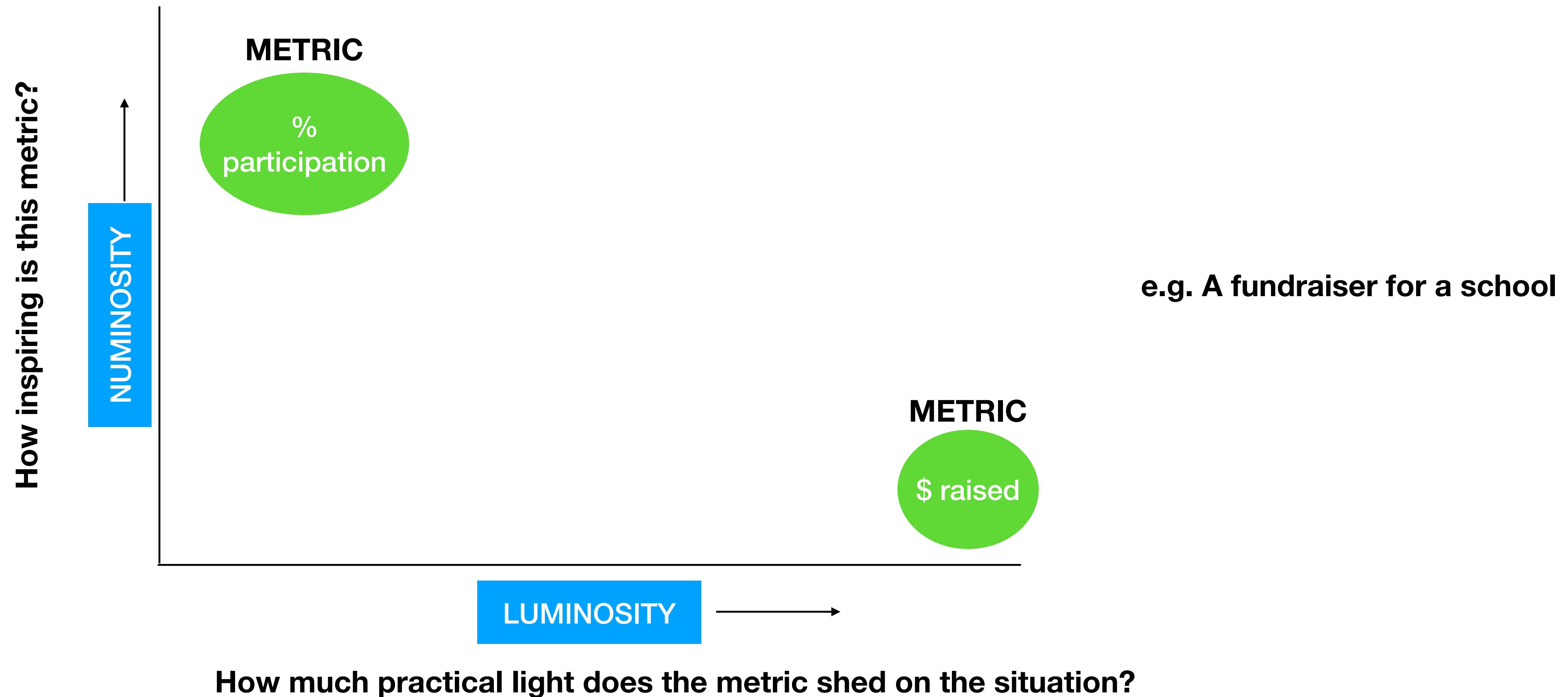
The diagram shows a blue rectangular box containing the word "LUMINOSITY" with a white arrow pointing to the right. To the right of the arrow is a green rounded rectangle containing the text "\$ raised".

e.g. A fundraiser for a school

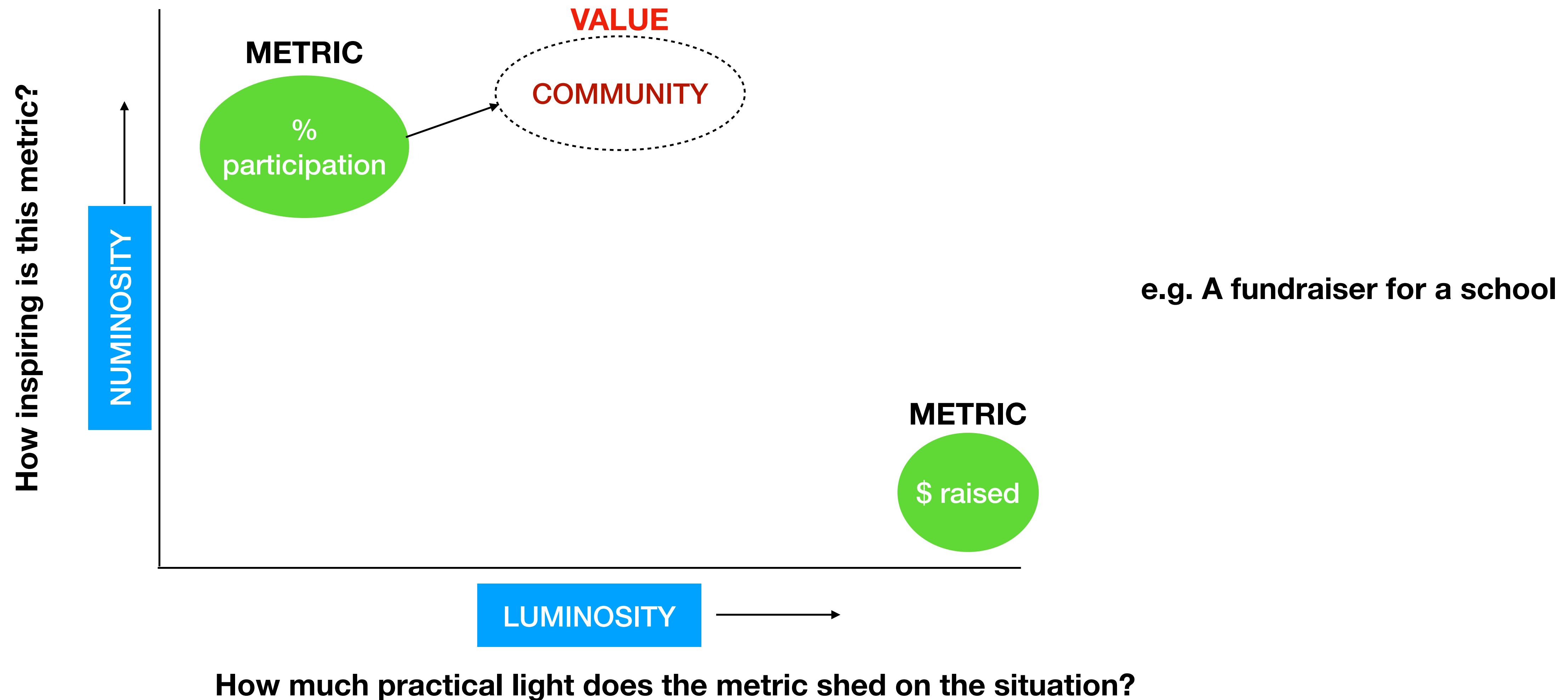
How much practical light does the metric shed on the situation?



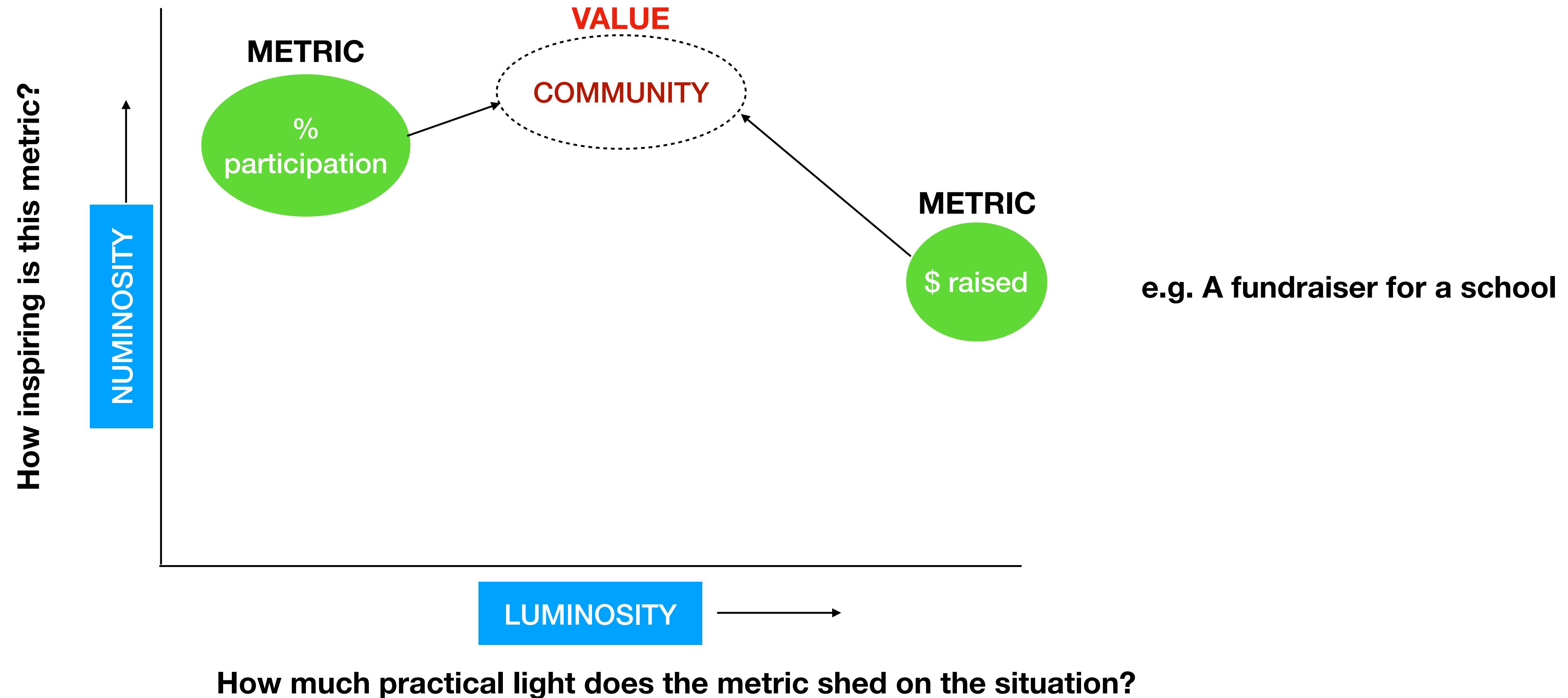
Numinous metrics drive our spirit and are driven by it



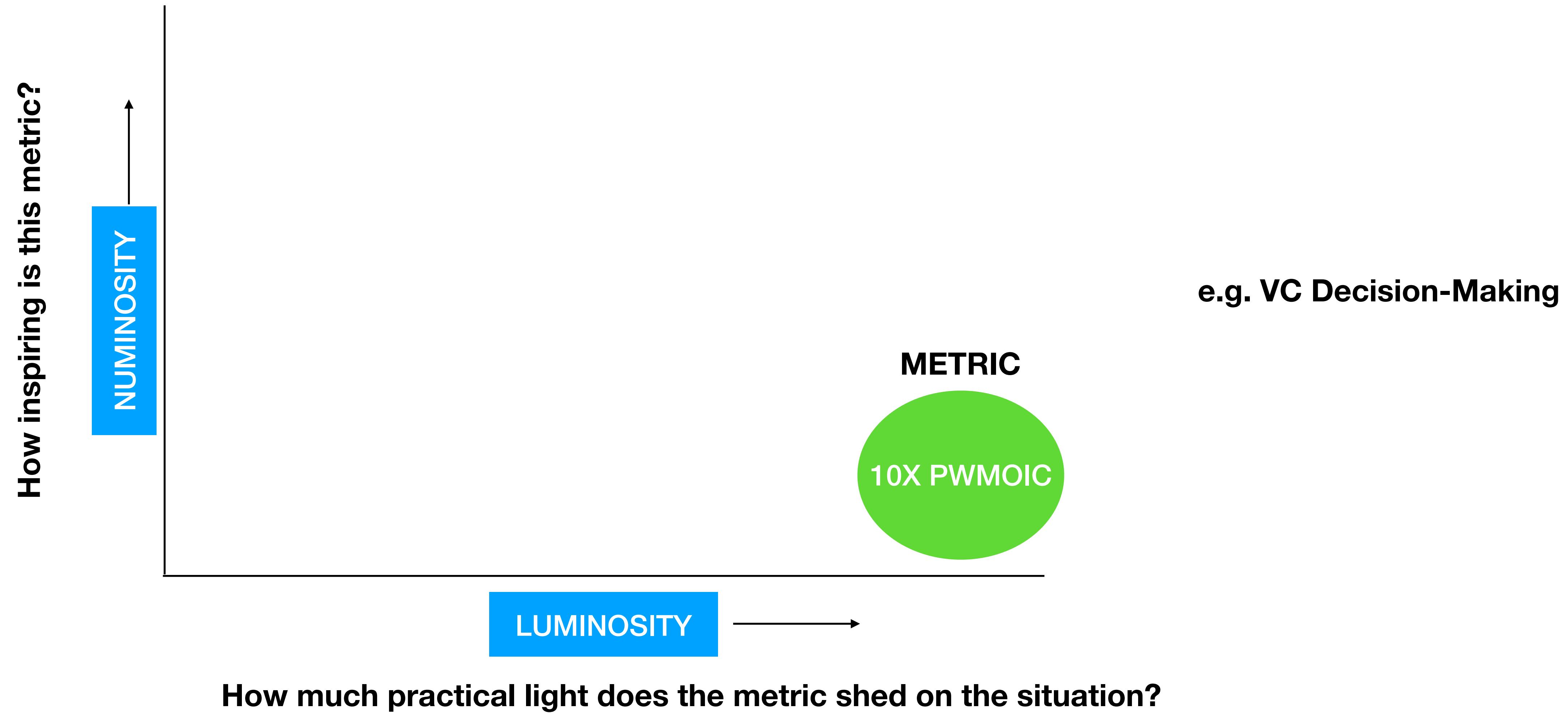
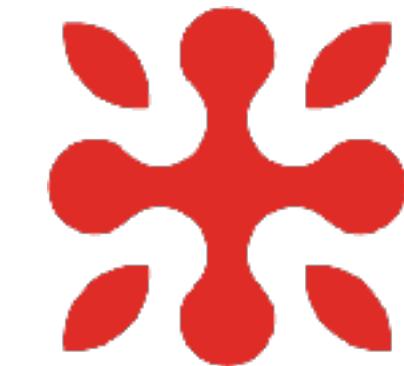
Numinous metrics effectively communicate the underlying value



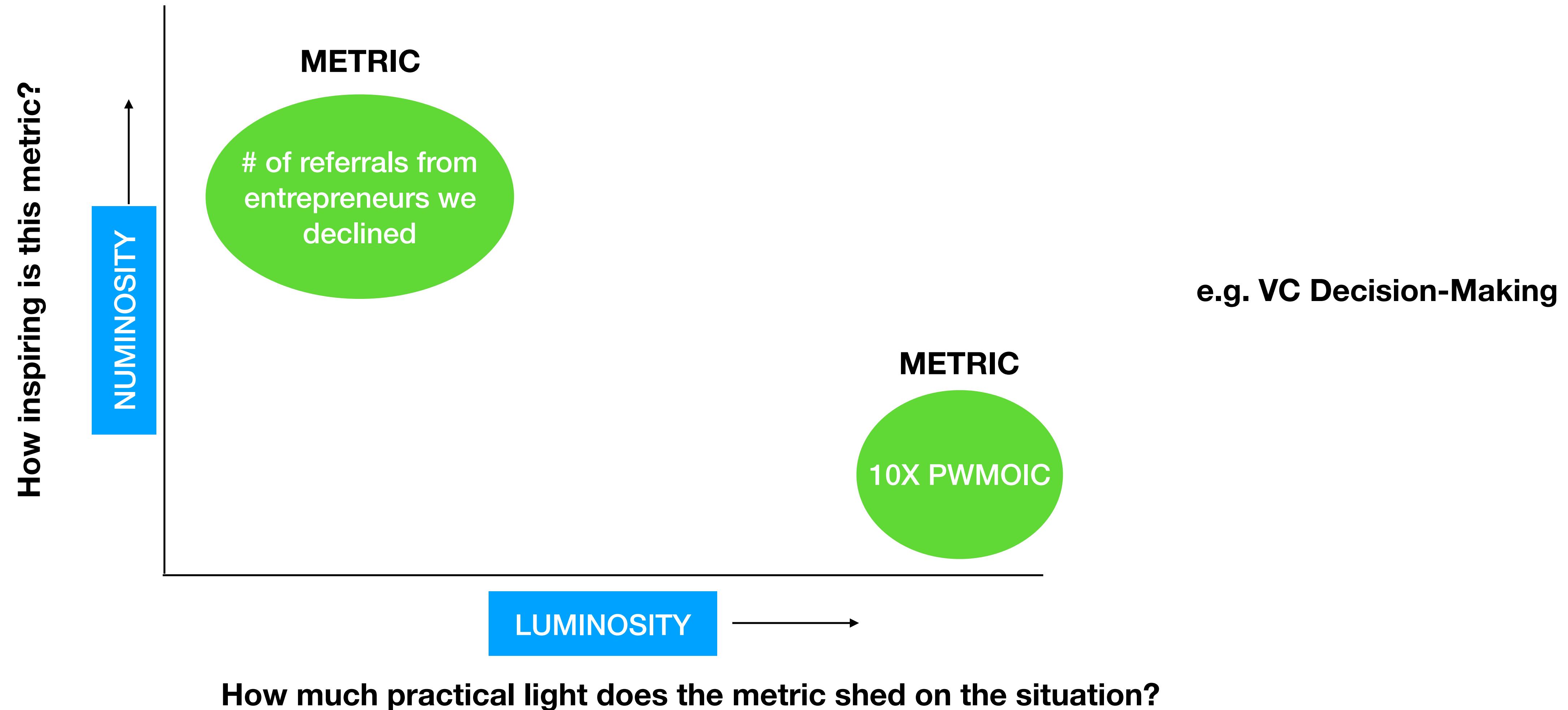
Luminous metrics rise in numinosity when we connect them explicitly to our values



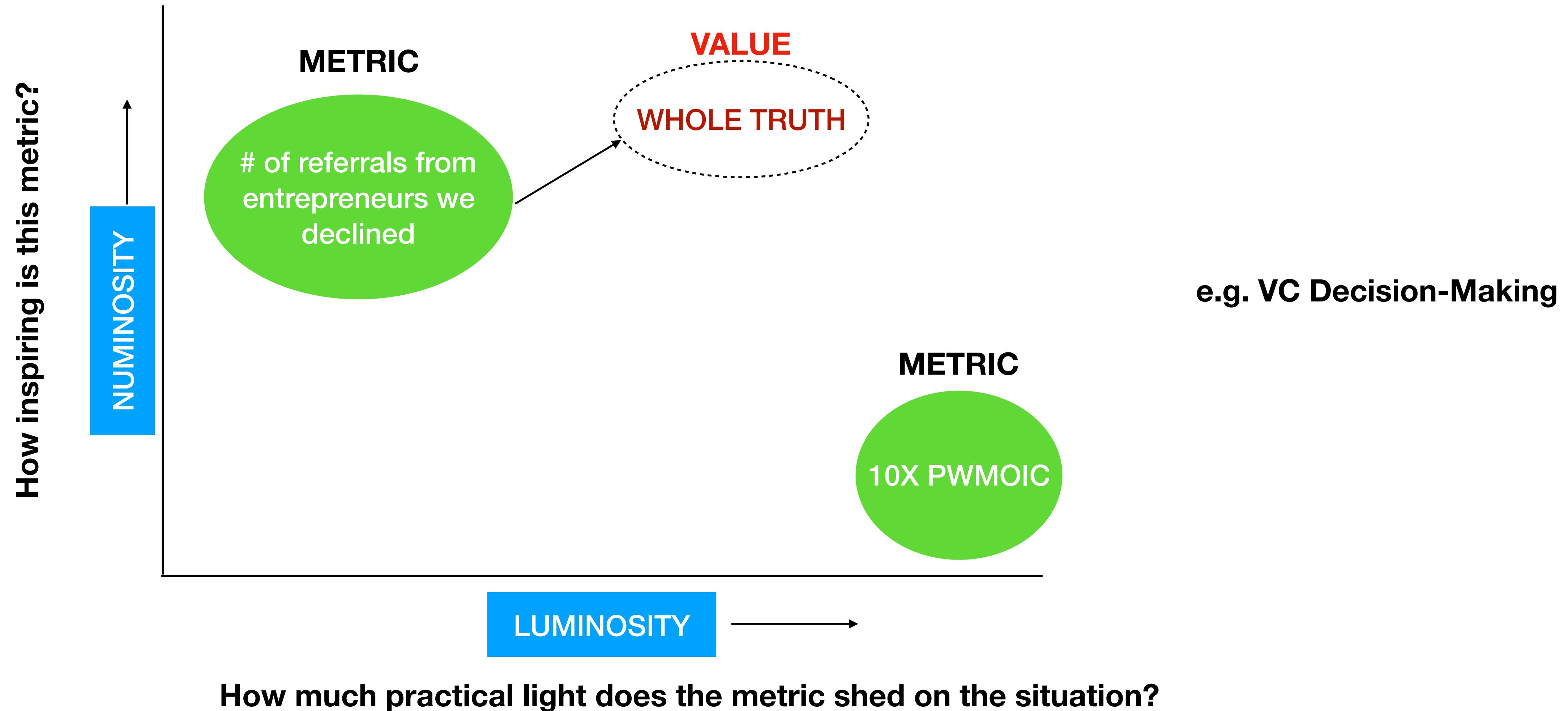
Let's look at Ulu's metrics in VC Decision-Making



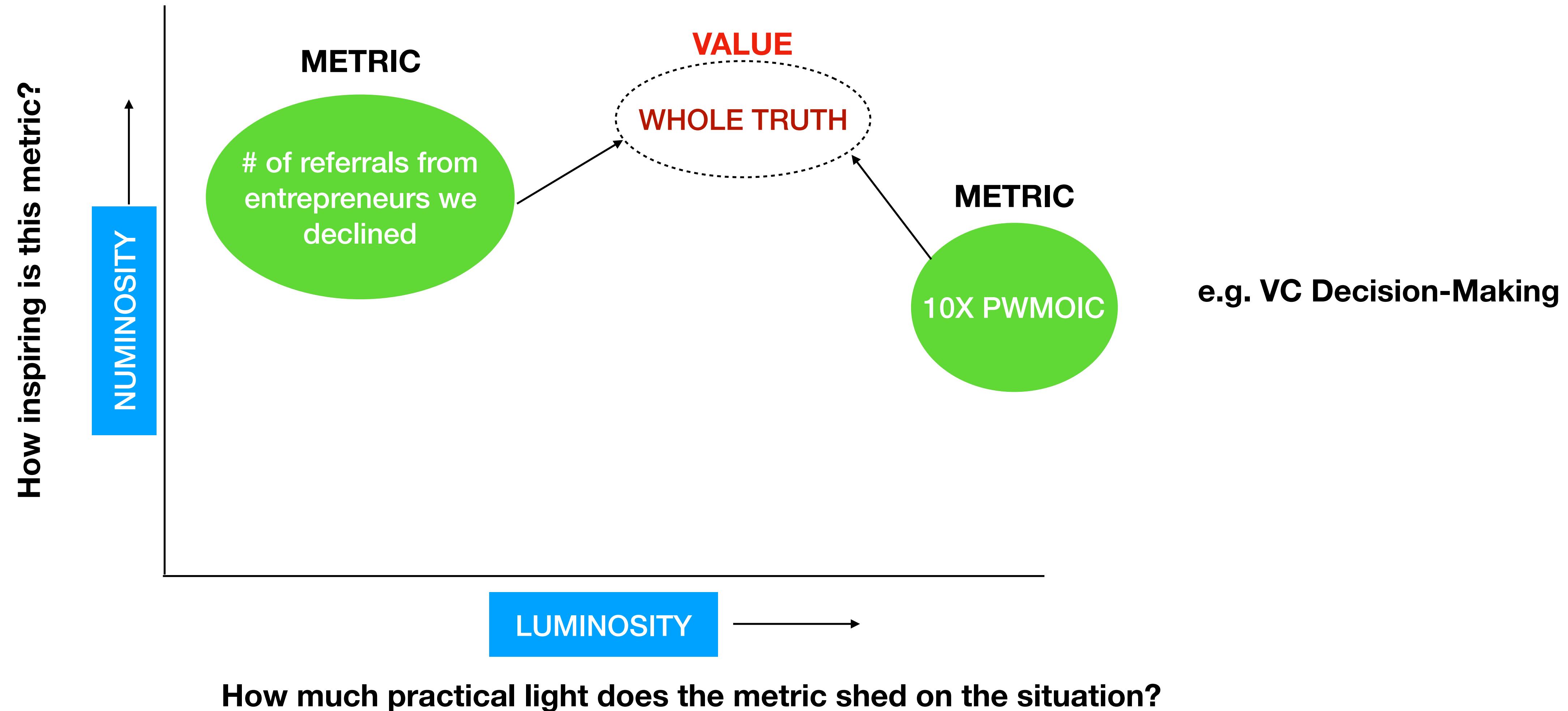
The Numinous Metric has big implications on how we show up



“Whole Truth” is the value behind Ulu’s numinous metric

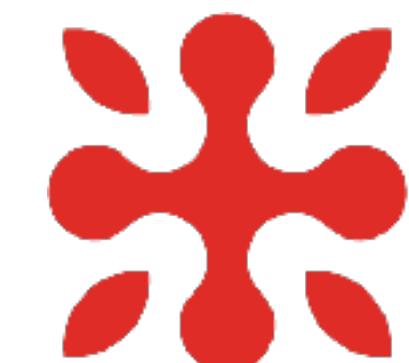


The values behind Numinous Metrics shape decision-context



Focusing on the Whole Truth drives
us toward radical transparency

Our rubric for Entrepreneurs BEFORE they talk to us



Numinous Metrics

Drive your spirit and driven by it

e.g. % participation

e.g. # of referrals from entrepreneurs we didn't fund

Easy to “feel” spirit

Tend to involve non-financial capital

<http://www.dailygood.org/story/1260/unlocking-multiple-forms-of-wealth-nipun-mehta/>

Luminous Metrics

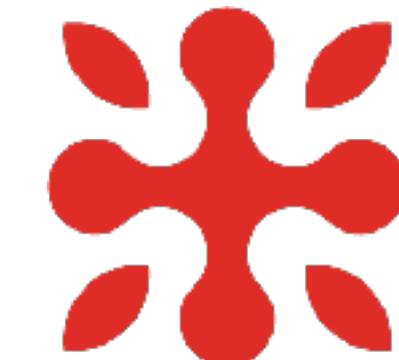
Shine a bright practical light on the situation

e.g. Amount of money raised

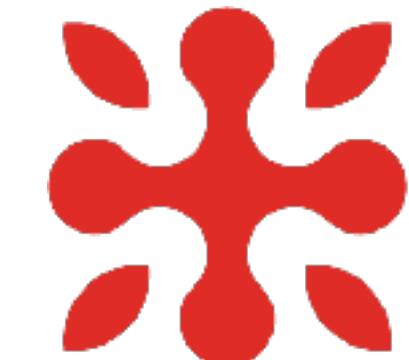
e.g. 10X PWMOIC

Needs intellectual explanation

When seen in isolation, can be exclusively associated with financial capital



EVEN decision quality
looks different!



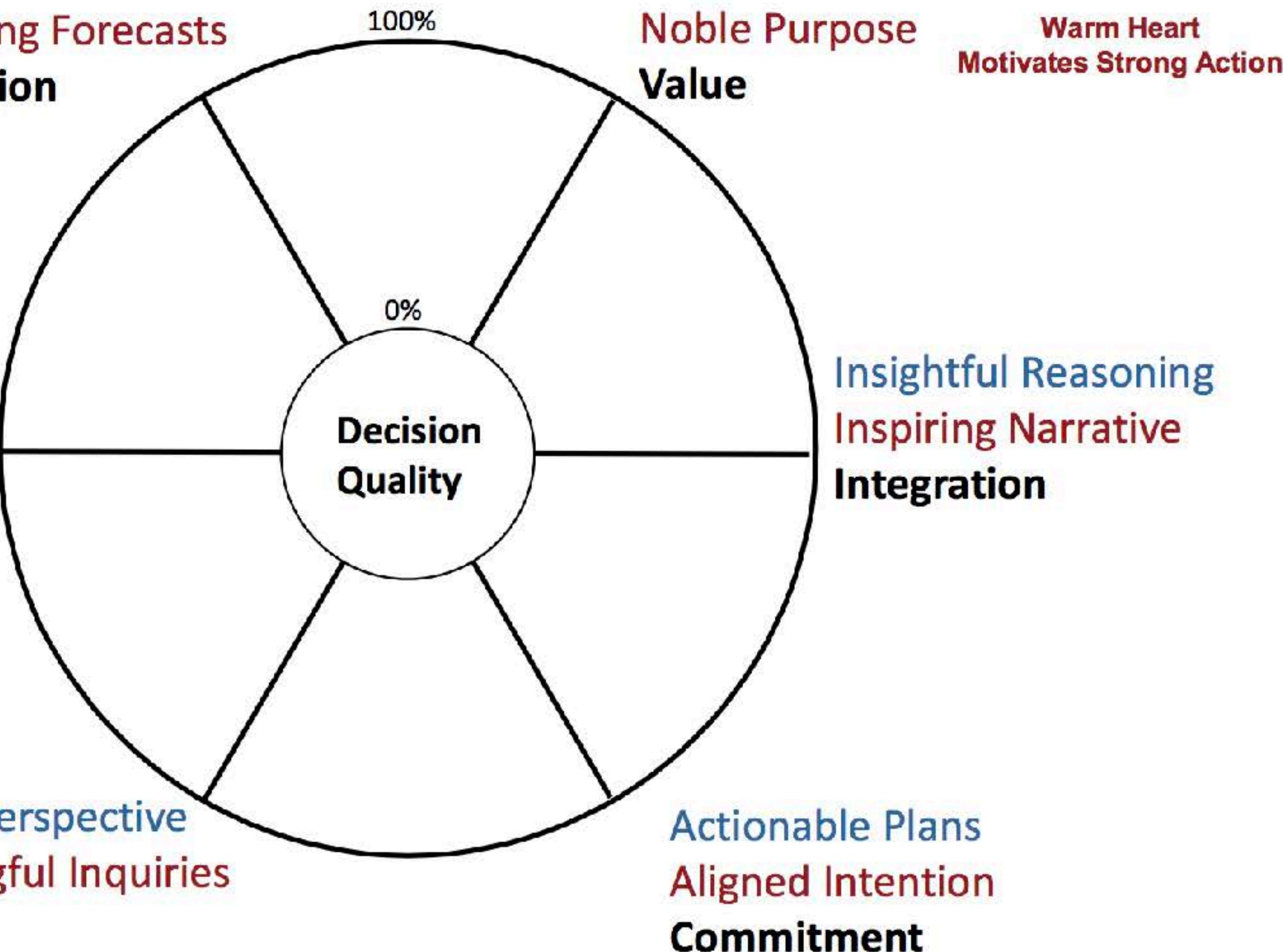
Decision Quality 2.0 worksheet



Cool Head
Finds Good Answer

Distinct Directions
Interesting Possibilities
Alternatives

Credible Sources
Compelling Forecasts
Information



100% = enough
attention has been
spent on this link

For more details, see:

<https://tinyurl.com/dqcourse>

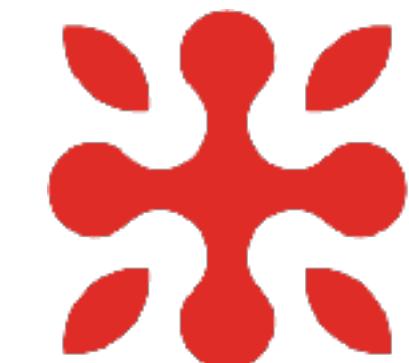


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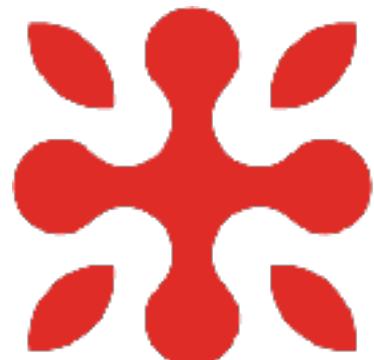
SmartOrg Inc., Source: <http://smartorg.com/dq2>, Community: <https://www.linkedin.com/groups/7050776>

What questions would you like to offer for the follow-on conversation?

- Please type in your question into the Q&A box.



**DIALOG WEBINAR On
AUG 22, 8 AM Pacific**

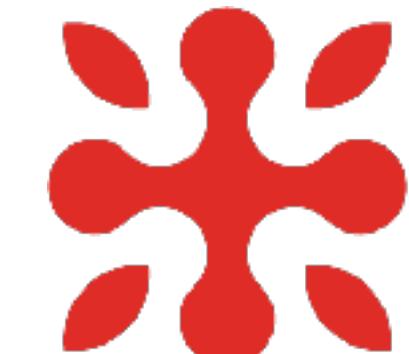


*“Who’s to say the effort to be real isn’t the beginning
of wings?”*

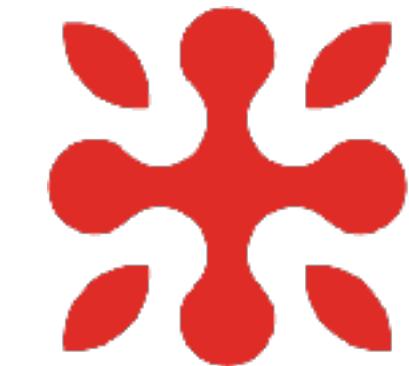
-MARK NEPO, THE BOOK OF AWAKENING (FEB 29)

“Live deep enough and there is only one direction.”

-MARK NEPO, THE BOOK OF AWAKENING (MAR 1)



Appendix



One basis of inquiring into creative joy from the ancient Upanishads

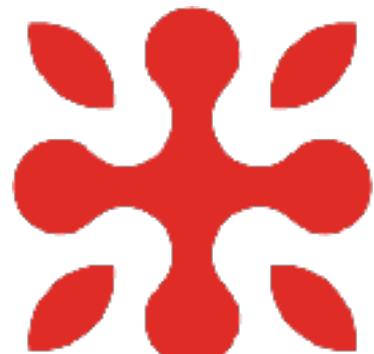
- The ancient Indians made a remarkably strong assertion (in the Taittiriya Upanishad 2.9.1) that there was no way to understand our most authentic selves with our usual intellectual faculty. They asserted in poetic fashion:

यतो वाचो नि वर्तन्ते अप्राप्य मनसा सहः।

Speech and mind turn back after finding this (realm of the creative self) to be unattainable. They are quite right, and things would be rather hopeless if speech and mind were the only faculty at our disposal. The same poem gives us a way forward in the very next line.

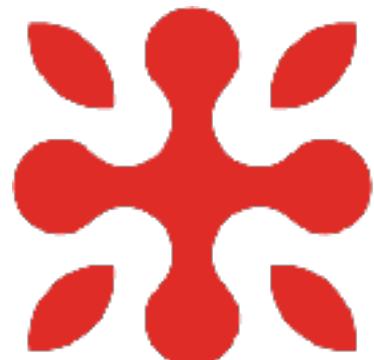
आनन्दं ब्रह्मणो विद्वान्।

The knower knows the creative self through the feeling of joy. Let's repeat that: The creative self can be known through our feeling of joy.

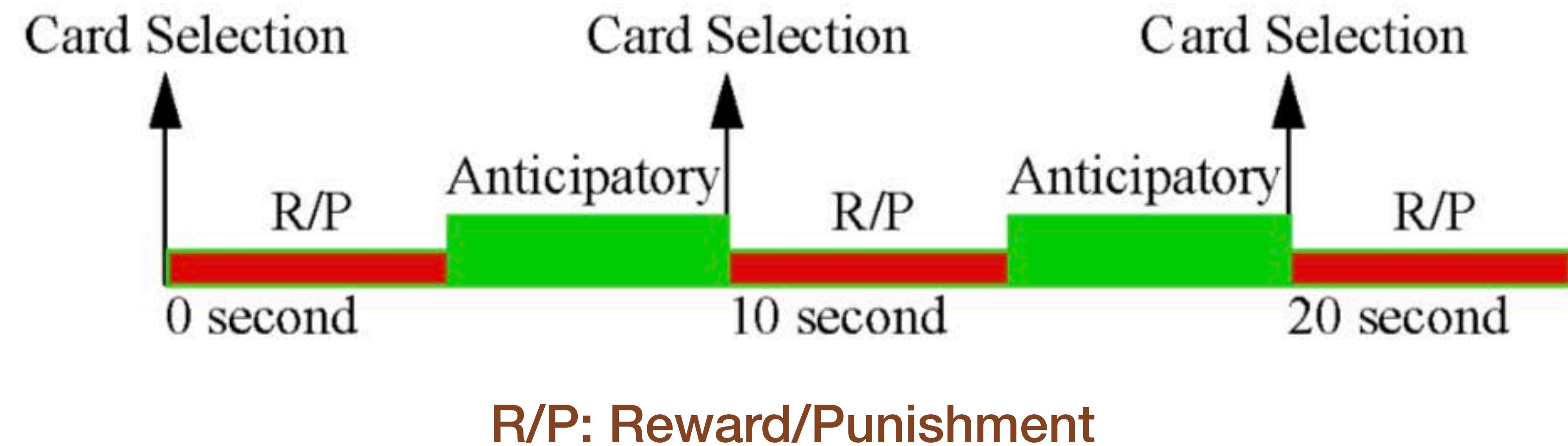


Vipassana model may be pointing to somatic markers

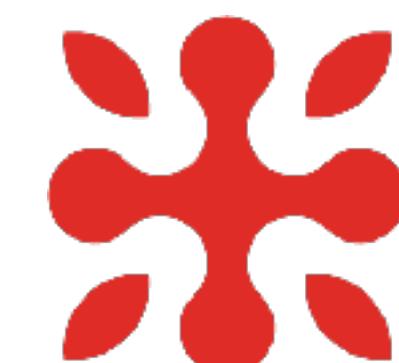
- From the Vipassana technique of meditation, we find four key phenomena that explain the working of the mind: consciousness, perception, sensation and reaction. The first phenomenon, consciousness, works “to cognize, simply to know, without differentiating. A sound comes into contact with the ear, and the (consciousness) notes only the fact that a sound has come.”[19] The second phenomenon of the mind, perception, is about recognizing something from one’s past experience as good or bad. For instance, a sound may consist of words of praise or words of abuse. The third phenomenon of the mind, sensation, is what arises in response to the recognition. **For something that was perceived to be pleasing, pleasant sensations arise throughout the body, and similarly for unpleasant perceptions, unpleasant sensations arise throughout the body.** **These sensations are felt by the mind.** The fourth phenomenon of the mind is to pull out the reaction from a database of past reactions to such sensations. At this point, the tendency of the mind is to apply the reaction, and deepen the habit-pattern as the applied reaction gets stored in the mind for future access. Moreover, the reaction creates its own stimulus and the cycle repeats, multiplying the perception and thereby the sensation. However, the teachers of meditation urge the student to discover a space between the habitual reaction that arises as an informational element and the response that is a decision. Instead of reacting as a response, the student is urged to stay equanimous, and develop equanimity as an antidote to all habits. As the habit-conditioning dissolves, the cycle breaks immediately, and the physical experience also starts to change. Instead of multiplying and feeding on itself, the effect of stimuli becomes short-lived, and the action taken is less and less a reaction and more and more a thoughtful action. In this sense, the experience of positive and negative stimuli becomes more of a decision.



"Normal subjects, generated SCRs when they received reward or punishment. Most important, as they became experienced with the task, they began to generate SCRs prior to the selection of any cards, i.e., during the time when they were pondering from which deck to choose (Fig. 4)."

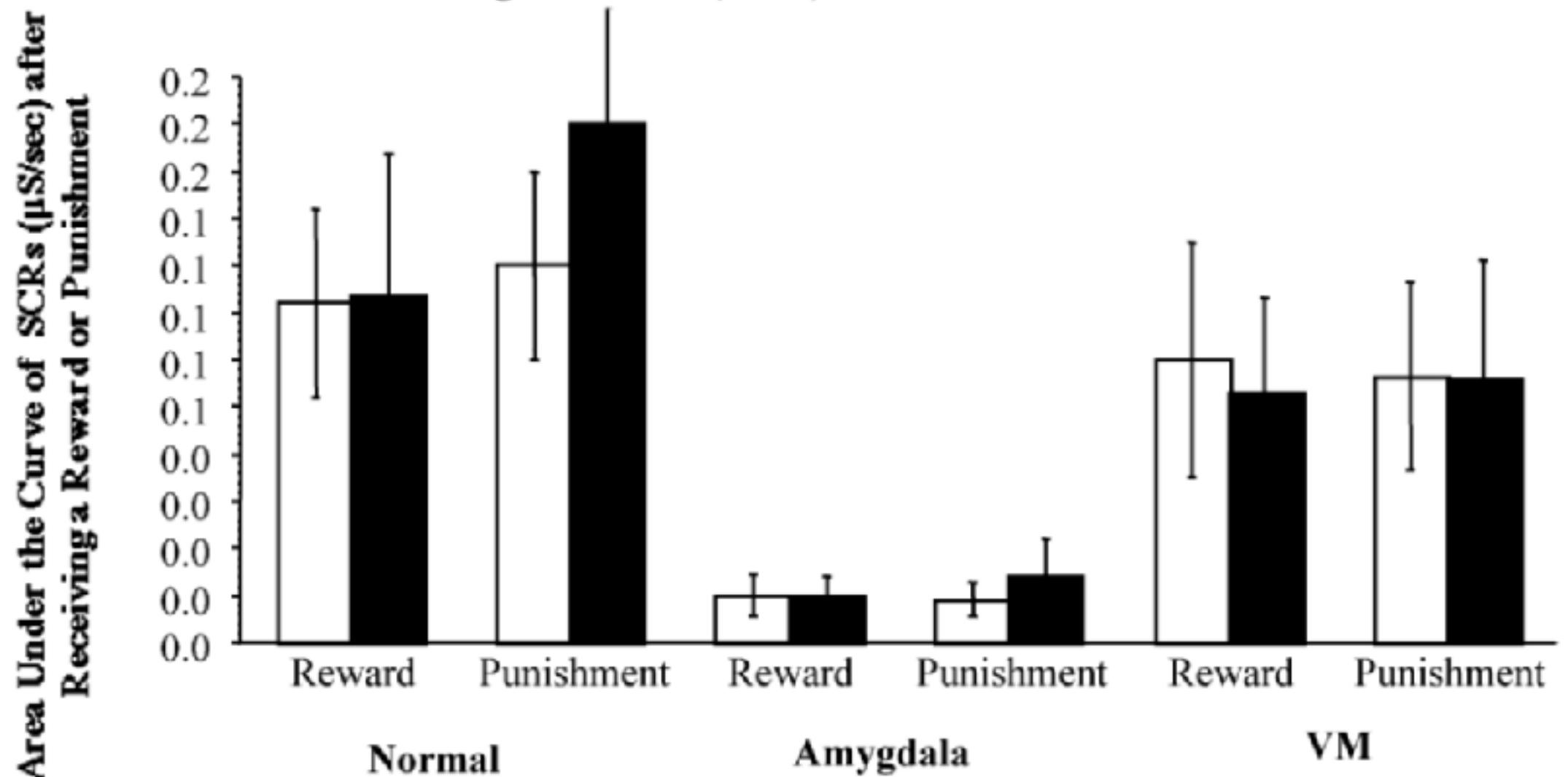


Bechara, A., & Damasio, A. R. (2005). The somatic marker hypothesis: A neural theory of economic decision. *Games and economic behavior*, 52(2), 336-372.

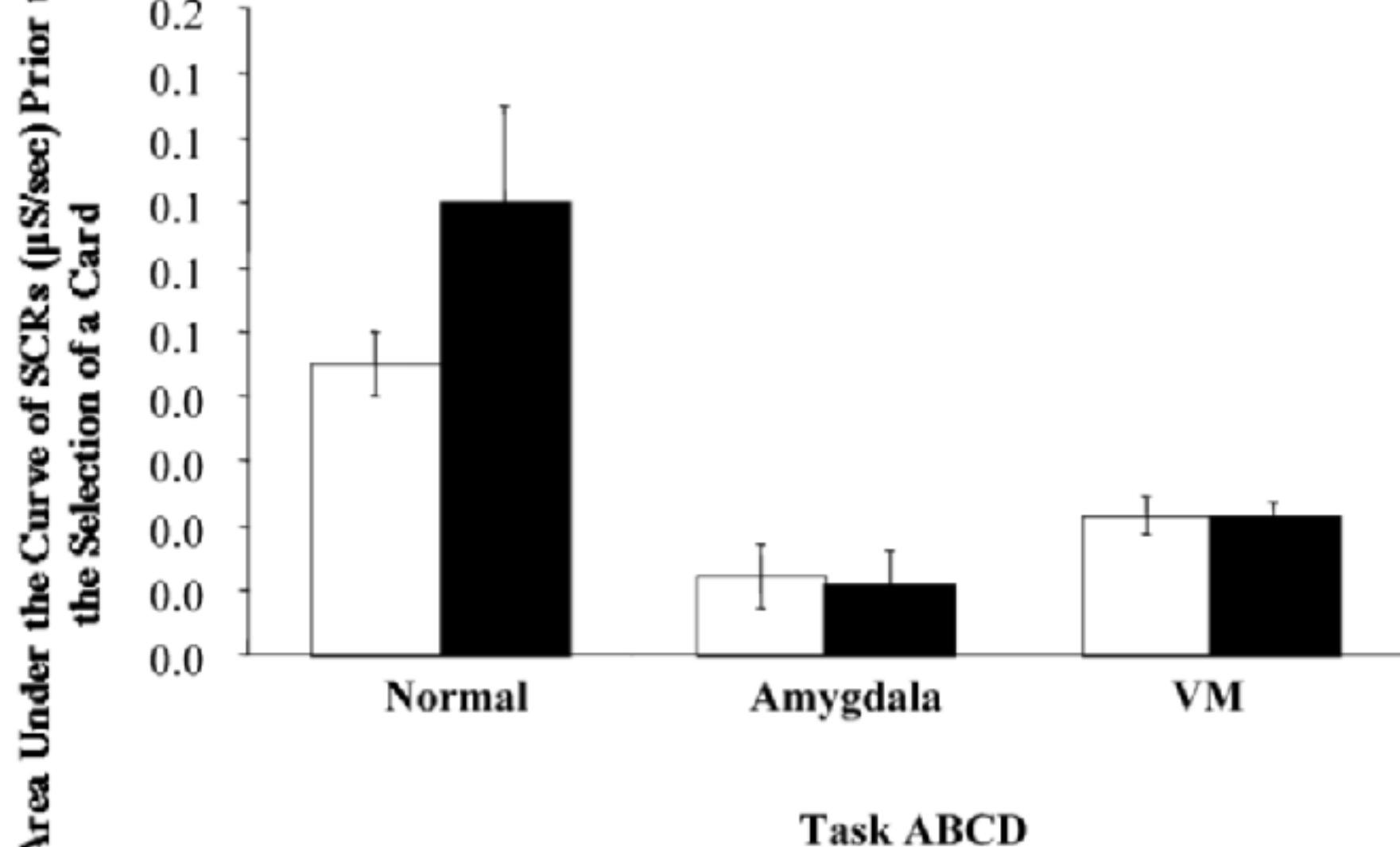


REWARD and PUNISHMENT SCRs

- Advantageous Decks (C&D)
- Disadvantageous Decks (A&B)



ANTICIPATORY SCRs

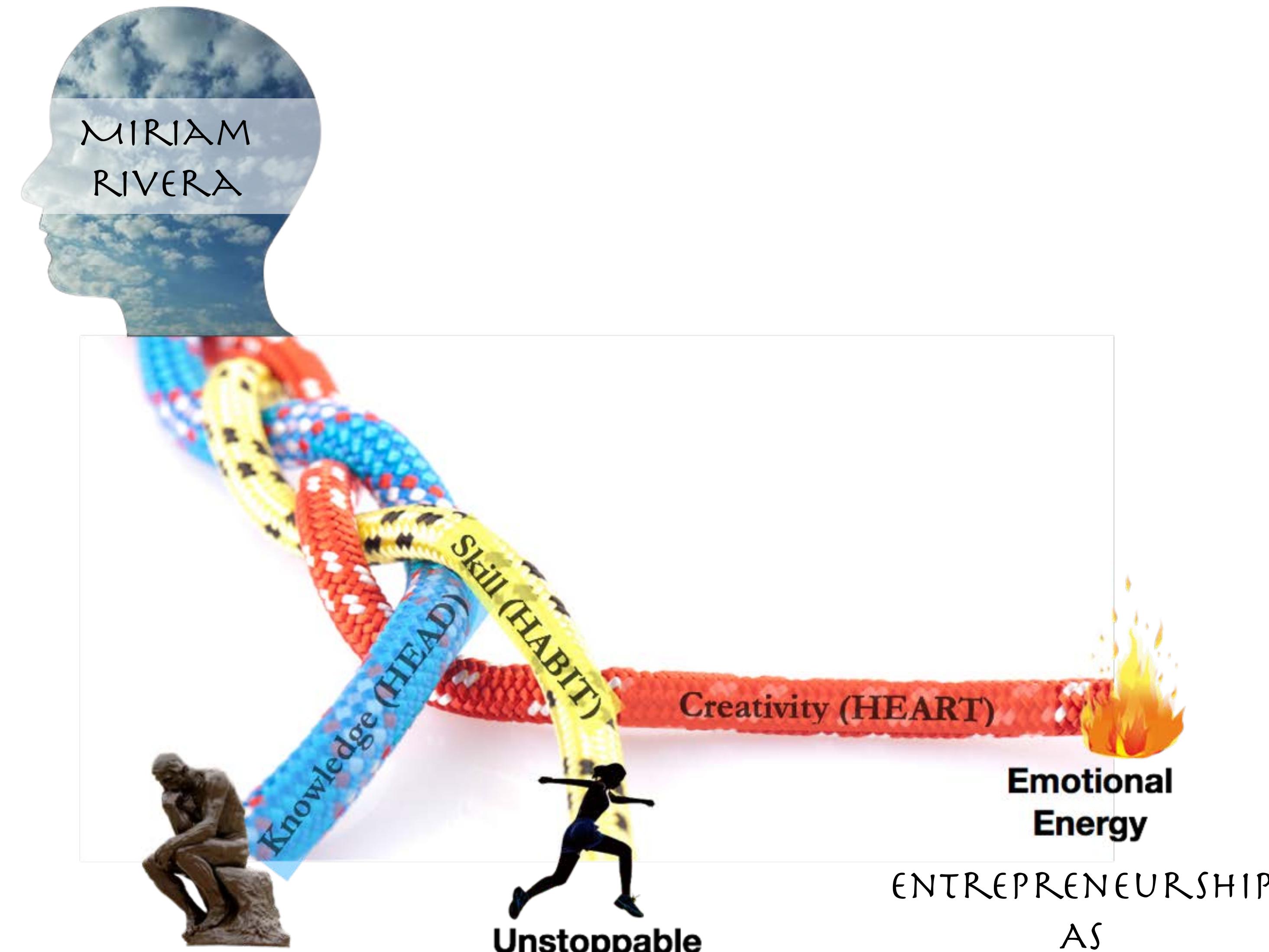


“These anticipatory SCRs were more pronounced before picking a card from the risky decks A and B, when compared to the safe decks C and D. The VM patients generated SCRs to reward or punishment, albeit the responses were slightly lower than those from normal controls, but the amygdala patients completely failed to generate SCRs in reaction to reward or punishment.

Furthermore, the VM as well as the amygdala patients entirely failed to generate SCRs before picking a card (Fig. 5).”

MYOPIA FOR FUTURE

Bechara, A., & Damasio, A. R. (2005). The somatic marker hypothesis: A neural theory of economic decision. *Games and economic behavior*, 52(2), 336-372.



**Intellectual
Energy**

COMMUNITY
CAPITALISM

TENACITY
"INDESTRUCTIBLE"

**Emotional
Energy**

ENTREPRENEURSHIP
AS
EQUITY



**Intellectual
Energy**

DA IN VC

**Unstoppable
Energy**

LIVING IN
POSSIBILITY

LEADING BY EXAMPLE
ON VALUES



NETTIE
REYES



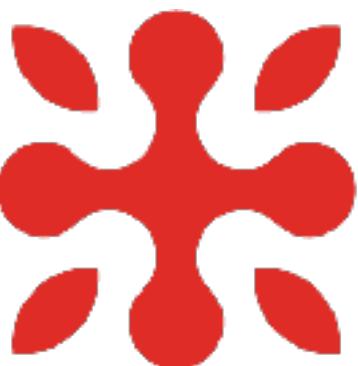
**Intellectual
Energy**

CHIEF OF
STAFF

**Unstoppable
Energy**

BRINGING THINGS
TO LIGHT

THRIVE TO HELP
UNDERDOG SUCCEED





**Intellectual
Energy**

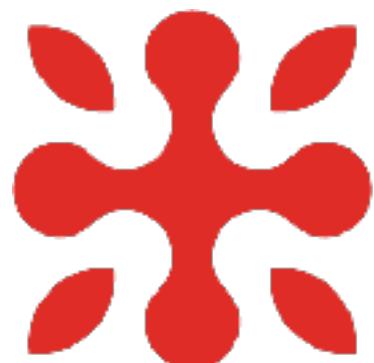
VALUES-BASED
DECISION-
MAKING

**Unstoppable
Energy**

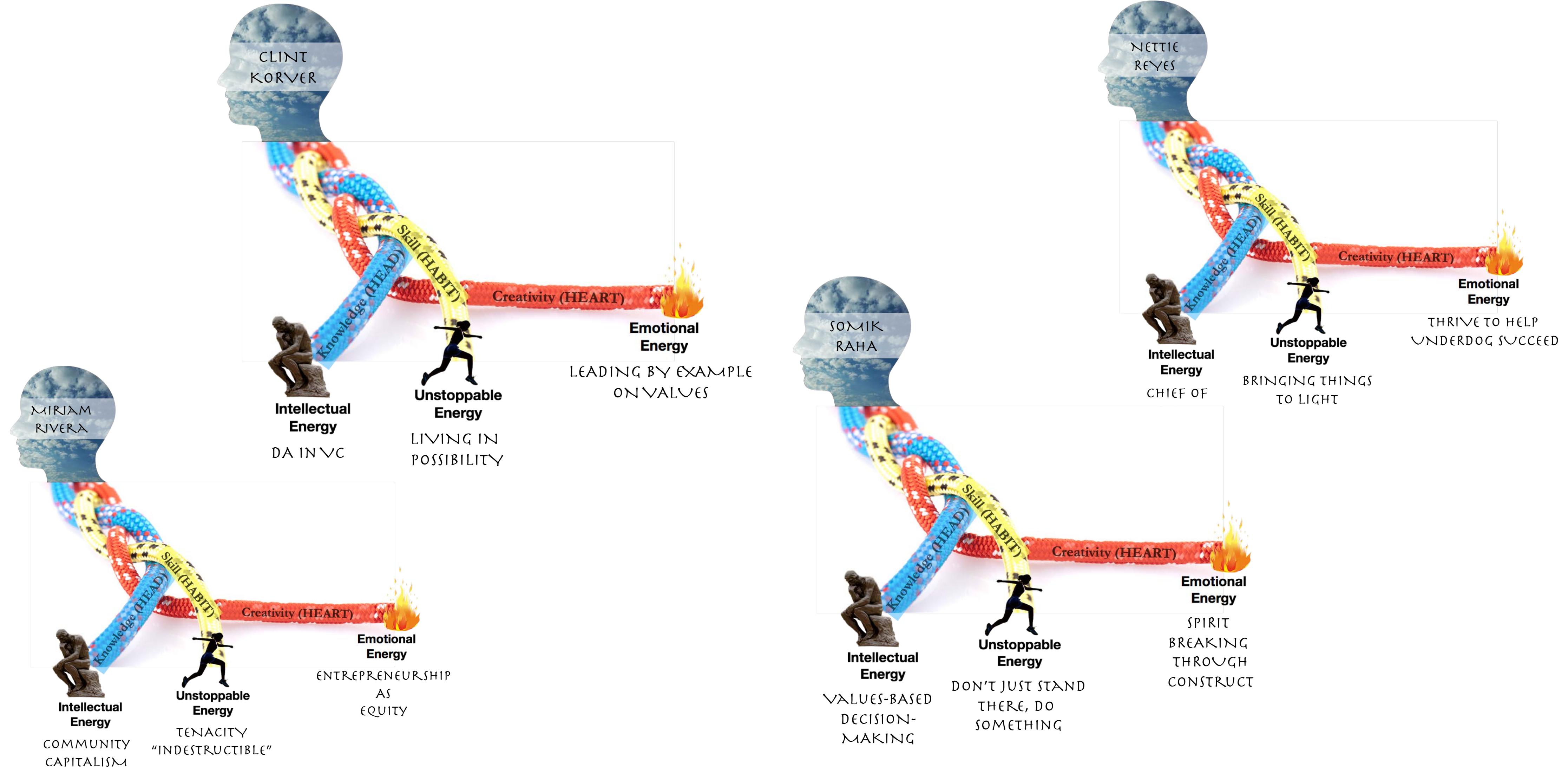
DON'T JUST STAND
THERE, DO
SOMETHING

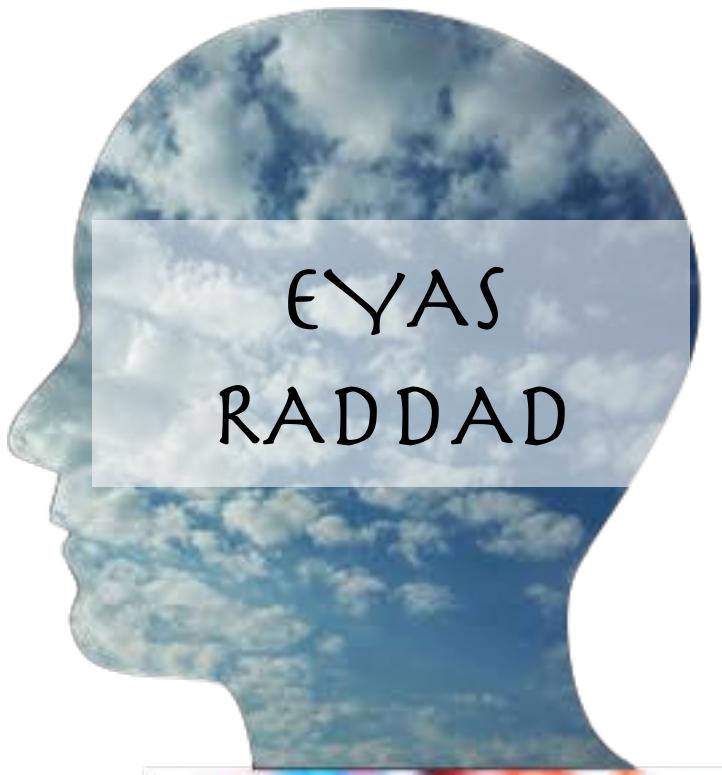
**Emotional
Energy**

SPIRIT
BREAKING
THROUGH
CONSTRUCT



How can Ulu be a meaningful shell for all of us?





Intellectual Energy

PHARMA
DECISION-
MAKING

AGENT FOR
THOUGHTFUL
CHANGE

Unstoppable Energy

Emotional Energy

SUSTAINABLE
ORGs THROUGH
BETTER DECISIONS

