FOREWORD

This study examines why creativity is necessary. What part of our lives and the life of our society has led us to a dead end/to desire equilibrium/to accept ideology/to ignore the interaction of science, insight and creativity when designing our communities and solving their problems? The study explains the science of social organization: why we can be individually creative and insightful but organizationally are always only ideological.

Although science has discovered the duality of the human brain, our society’s decision-makers, influencers and leaders of organizations (including government) **only** listen to the logic network. Though they have both logical and insightful networks within their individual functioning brains, they (and probably we) can only listen to logic and ideology gleaned from the past. Our leaders ignore insights that could anticipate the future, because that is how organizations (and their lawyers) operate, from their **desired** perspective of a **repeating, habit-driven** past.

Traditional sameness, stability and resistance to change characterize all organizations as they age. Their perspective is frozen in the past by the choices of their leadersand the mechanics of precedent and law.

The analysis then explains why listening only to past knowledge and ignoring future insight cannot lead to progress because unsolved problems will accumulate to the point that society spins in the repetitious circles of insanity. This failure was thoroughly demonstrated by the COVID-19 debacle.

Institutionally listening only to ideology and ignoring individual insight is recalled as the root cause of all American failures, especially those since 1945 when we misinterpreted our victory in WWII as a resounding endorsement of bureaucracy, leadership and hierarchy. Ideological democracy is an oxymoron. It could not be the goal the founders envisioned for us.

This study presents the RIGHT ANTERIOR TEMPORAL LOBE (RATL) technique for getting in touch with creativity as the effective alternative to ideology. Anyone can be creative using it. RATLing will turn your world right side up.

Democracy appears to be in decline, authoritarianism on the rise. What if the reason is not the appeal of authoritarianism, but the lack of social and political progress under ideological democracy?

Take the time to ruminate using the RATLing technique. Engage your insightful brain network each morning and whenever you can relax and ignore your logic network during the day.

HOW TO BE CREATIVE

*WHAT YOU COULD DO WITH CREATIVE POWER*

*“God does not play dice”* Albert Einstein

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INTRODUCTION

INSIGHT VERSUS KNOWLEDGE

Your fingers can do things that your toes cannot. Your feet can do things that your hands cannot. Your arms can do things that your legs cannot.

In your brain are at least two distinct and incompatible capabilities. We have given them names: knowledge and insight. They are separate, performed in different/distinct networks of segments of the brain that normally cannot be heard/accessed at the same time. One remembers and draws on memory while the other operates independent of memory.

What we know (knowledge) has already happened. What we don’t know (and the future) can be intuited with insight. **Science is experimentation and math that leads from an insight to proof of the insight’s concept and an addition to knowledge:** as Edison and Einstein did so successfully.

Knowledge is recordable, controllable, finite and measurable. It is important in many significant ways. For instance, you cannot operate machinery without it, whether automobiles, weapons or chain saws. In our waking lives, knowledge dominates and keeps us safe.

But knowledge is limited and surrounded by unknowns. It can also be indistinguishable from lies. So we invent boxes within which truth is protected by rejecting that which is **inconsistent** with what is known (in our box of believed truths). Defending the borders of that box keeps our box (our complex mix of truth and ideology) relatively pure and believable.

Insight is the door into the unknown: the ability to recognize an unknown truth, and consequently, reject a proffered lie because it is ***not*** truth, rather than just because it is inconsistent with boxed truth.

While knowledge and boxed truth can be protected, nourished and transmitted by an organization, including governments; insight only comes to individuals, because only individuals have access to the process and brain segments producing insight. **ONLY INDIVIDUALS**

The principal insight this study presents is the relationship between dreaming and insight. Both arise in the same networked segments of the brain, centered around the right anterior temporal lobe (RATL), where imagination rules.

Our ability to control access to insight is, therefore, tied to isolating and utilizing the lingering effects of dreaming (by holding the dream door open) and leaching it onto problem-solving.

Once able to do this consistently as we wake, we will be able to ignore those segments of the brain controlling knowledge and turn up the sound on those that operate insight, at will throughout the day.

That access to insight should then be shared. It does no good just sitting in our minds. Only shared insight can influence other individuals to ignore ideology.

Our society (organizations and government) does not properly and completely plan for the future because it does not see beyond today and existing knowledge. It has no access to the insights of its people. It isn’t listening to **our** creativity. It repeats its mistakes and misunderstands its failures.

PERSPECTIVE

How you see the world around you is determined by your perspective. That perspective has been created by what you have been taught, have experienced and believe. For most of us, those things created an ideology which explains and drives our thoughts. Our perspective determines our ideology and our relationships to the organizations and influencers that surround us.

Regardless of our ideology, what every human being wants is to be recognized as, and operate as, an individual. What every organization wants is for all of its related humans to operate as a member of their herd/team. This goal antagonism drives nearly all of our conflicts and dissatisfaction with life since organizations muscled into control of society and we stopped being self-reliant.

There is an explanation for this conflict in the recently-discovered existence of a second brain network which contains all of our abilities to be individual, to innovate, to think outside-the-box, to understand ourselves as individuals without reference to the organizations to which we belong. It allows us to have a second perspective and an alternate view which is not limited by an ideology. This scientific discovery has the potential to be as significant as the appearance of modern medicine.

**All** novel ideas, as well as dreams, arise in a network made up of segments of the human brain that normally are seen and heard **only** when we are asleep.[[1]](#footnote-2) Learning how all of us can ‘see’ those ideas when awake is the *advanced* medical science of the 21st Century. These new discoveries explain why logic alone fails to solve 21st Century problems.

When George Washington died of a doctor’s prescription of assisted bleeding on December 14, 1799, he had been preceded in death by Patrick Henry on June 6, 1799. Patrick Henry had died from drinking a prescription vial of liquid mercury.

That was the state of the profession of medicine in 1799. It was not driven by science, but followed 18th Century medical ideology doled out by believers in quackery.

In the 21st century, science rules. Science has conquered Earth and looks to space as its new challenge.

Unfortunately, society (defined as the combination of mostly-follower individuals and dominant organizations and government) still believes in unscientific, conventional wisdom from the past. Its perspective is the past and its ideology is whatever gives it control. Society has one brain network: logic and winning. Individuals have access to the second network. That network allows them to have insights into the future and the unexplained, and to be creative.

Consider Thomas Edison and the invention of sound recording. “So novel was the talking machine that many people refused to believe in its existence—understandably, since, up to that point in history, sound had been entirely ephemeral.”[[2]](#footnote-3) What leap of thought identified paraffin paper written on through a needle as the means of recording? What has caused the modernization of medicine, science and technology in the last 250 years while leaving society and sociopolitical thought stuck in the past?

We face the strange situation where commercial success is solely based on the interaction of science and insight, while sociopolitical thought is driven by ideologies that try to ignore science and insight.

BRAIN RESEARCH

Four strands of new research inform this study.

Sleep researchers have identified the existence of a second brain network that doesn’t have access to left hemisphere memory.[[3]](#footnote-4)

Research into the brain’s synapses has lead to understanding of the pruning process by which our ideology is formed by **removing** synapses that access alternative viewpoints.[[4]](#footnote-5)

Research has also identified how thoughts and experiences are shuffled from synapse to synapse as responses are hardened, limiting our ability to identify a new response to an old experience.[[5]](#footnote-6)

Finally, the process of hard-wiring saves brain energy and is relied upon for all recurring decisions. It makes it difficult for us to identify NEW experiences needing a NEW response.[[6]](#footnote-7)

Scientists have determined, through brain blood-flow analysis and modern technology, that dreams are created by multiple elements of the brain, but **NOT** those involved in the normal, conscious networking/thinking/logic processes. **Our brain is divided into two thought networks**. It is dominated by what we **know** from the past (accessed in the logic network) when conscious, but open to the quieter **unknown** perspective – which I have nicknamed the RATL – when we sleep.[[7]](#footnote-8)[[8]](#footnote-9)

Imagination in the Right Anterior Temporal Lobe (RATL) is the underlying source of dreams. But we have no control of the RATL, nor do most of us have any understanding of what dreams actually are.

Dreams are not repetitions of past reality or portents of the future, as usually portrayed in literature. They are most often like elevator music, designed to occupy the brain while not conscious.

Surprisingly, the RATL alsoholds the power to **see novel images and ideas in ways that are hidden** from the logic network, where education has stored definitions, processes and technical skills – all the things you have learned in school and from reading. Including all of your opinions and ideologies.

For all of us, the RATL is a nuisance. It wakes us in the middle of the night with a nonsensical video story that includes a waking tripwire. We surface into wakefulness and stumble to the bathroom.

There is something else we can do in that moment of wakefulness. The lingering connection to the RATL network, which produced the dream, can also produce waking visualizations of reality from a totally different perspective. In fact, those visualizations may never have been recognized by anyone before they came to your RATL, just as your dreams have never before been seen by anyone else.

Grabbing hold of them as ideas and images, later describing them as insights with words, can lead to clarity about yourself, your family, your community, the structure of society and solutions to problems at all of those levels of your existence. Because you are looking at things from a new, unschooled, Edison-like perspective, using this second, quieter, insightful brain network.

DOPAMINE AND HABITUAL BEHAVIOR

“Clinical and laboratory observations have converged on the hypothesis that addiction represents the pathological usurpation of neural processes that normally serve reward-related learning. The major substrates of persistent compulsive drug use are hypothesized to be molecular and cellular mechanisms that underlie long-term associative memories in several forebrain circuits (involving the ventral and dorsal striatum and prefrontal cortex) that receive input from midbrain dopamine neurons.”[[9]](#footnote-10)

This much-earlier research identified the ability of forebrain circuits (which I have called prefrontal cortex) to be manipulated by drugs. Subsequent research identified the same results of dopamine release and pleasure from other habitual behaviors. “(D)opamine plays a key role in driving behavior related to pleasurable goals, such as food, sex and social interaction. In general, increasing dopamine boosts the drive toward these stimuli…. The new study establishes for the first time that dopamine is (also) central in causing behavior related to the avoidance of specific threats.”[[10]](#footnote-11)

All of these habitual behaviors are driven by dopamine and habit learning in prefrontal cortex circuits, but not in the RATL. Therefore, I hypothesize that the RATLs ability to avoid the intrusion of dopamine-fueled habits provides the ability to think **non-habitual**, original thoughts.

Further, the absence of dopamine release from RATL activity makes its function non-emotional. RATL thought is usually ignored because the only reward is an alternative view of reality that contains no pleasure response, only non-emotional understanding.

Prefrontal cortex thinking, by contrast, serves social interaction pleasure as dopamine is released when we join and serve organizations supporting ideologies. Our compulsion to believe in those ideologies is supported by dopamine release, while RATL thought does not seek or result in pleasure. RATLing is self-aware but **not** directed at a result of self-gratification.

Dreaming is the window through which we see RATL capability. We are not drawn to conscious exploration of what we see through that window both because what we will find there negates the supposed truth of our dopamine-fueled ideologies and because it provides no dopamine boost to our pleasure.

RATL thought is a challenge to everything we know, feel and believe. Nevertheless, if understanding/exploration is one of your goals; RATLing is the only means of reaching it.

You didn’t know how to drive until someone showed you “**how**”. How to read, how to write, how to spell, how to ride a bicycle, how to snowboard, how to read a map.

Now I will show you how to create/RATL.

HOW TO CREATE/RATL

AMERICAN CREATIVITY

If you want to start a lively discussion, ask what the basis for American success is. After much consideration, the majority will arrive at creativity as the force which propelled us from frontier outpost to the most admired nation on earth in 1945.

And now? What is it that we have lost in the last 77 years?

If you ask for an opinion in 2022 America, you will get criticism of someone else’s ideas/inaction/lack of ideas, not a creative idea of their own. Because criticism is the easy, habitual answer and requires no actual knowledge of the issue or creative analysis. Politicians and media-mavens excel at criticism.

That alone should give you pause. Nearly everyone to whom we listen is a critic. Most wouldn’t recognize creativity if it passed by on a parade float. We are surrounded by wordsmiths.

Creativity is a time user. In the modern, social-media-obsessed world, time for creativity is in short supply. When our parents read to us at bedtime, books became associated with sleep. Many of us can no longer read even one chapter without dozing. (To save children from the same outcome, read to them soon after they wake up. Psychologically associate their learning with a woken RATL.)

Creativity begins with facts. Today, on the internet, we are overwhelmed with facts. But, usually, key facts are hidden or unavailable. The people providing facts need direction and an explanation – What do we really want to know? Then their creativity will find a way to provide it.

Creativity extends facts with rational extrapolations. The marvel of computing provides unlimited power to extrapolate from facts to explanations, but the programmers and modelers need direction and context – which variables are trend-determinant, which lag and which may be irrelevant?

Creativity provides hypotheses. Only an engaged and trained human mind can make the informed leap from facts, logic and analysis to a clear statement of the problem.

Creativity must be shared. No problem can be solved in isolation. Free association of ideas is a community exercise, and builds commitment simultaneously. If each one of us doesn’t see the creative process unfold, how can we believe in its efficacy?

Creativity flows from a belief in ourselves. We cannot believe in ourselves if our milieu and associates have convinced us that we are incompetent: followers without ideas.

Americans are not a people who accept the direction of those “appointed over us” without proof that they know what they are doing. It is this ingrained disbelief in leadership that brought our ancestors here. The fact that we are now asked to believe in our leaders, with NO proof of their ability to be creative, has contributed to huge disapproval poll numbers for those trying to influence and govern us.

Instead, medical science has now proven that WE (powerless individuals) can be as creative as any of our inventive heroes, We all have a RATL and a mind that can be trained to access it. We can and should be the source of all progress and all solutions.

Creativity is within all of us. We need training in order to use it, followed by open and full participation in the process of solving America’s problems.

WHAT IS CREATIVITY?

We know what data is. It is anything recorded for someone to review. Memory is data recorded only in your brain.

Logic is syllogisms consisting of data followed by the logical result that concludes from understanding the relationships among the data. But logic is not creativity. It is a means of recording data, just as an experiment records data as its results and experience is recorded as memory.

Creativity is a leap beyond data and logic to something that does not exist and never has existed.

In media and novels, dreams are often portrayed as repetitions of past experience. That is a false rendition of dreams. Think about your own dreams. They are never about reality, or the past, or a credible future. They are complete fabrications: something from nothing.

They are significant only for what they are – right anterior temporal lobe (RATL) entertainment for your brain while the rest of your body sleeps.

Dreams are the RATL’s creation of something that has not existed and has not been experienced. It is the closest we personally come to creation other than the conscious experience of our useful creativity.

Dreams do, however, give us an example of creation from which we can extract its definition. For instance, dreams are a personal experience, not a shared experience. Just like creativity, they are individual to each of us, while in an unconscious state.

The miracle of creativity is that it also happens in a conscious state and a small group may join in the process of creation, as in the composition of music by a group of musicians.

The recipe for creativity works because dreams have no consequences and anything is possible; finances, time and distance are not limitations. Waking from that state of no consequence and unlimited possibilities provides the **moment of vision needed to see deeply into every life experience from a new perspective**.

Putting thoughts together is not the same as putting notes together in a musical composition. Notes relate to each other in a flow of sound pleasing to the ear. There is a limited number of them – only 88 on a piano, for instance. And although they can be played together on two hands for a total of 8400 chords, the combinations that are pleasing to the ear are closer to 2000.

Thoughts have meaning individually and in cooperation with each other. They communicate a fact, an opinion, a feeling or a philosophy. Notes will only communicate a feeling. This is why most modern music combines notes and words/thoughts.

Creativity is also the production of a thing. That thing can be physical, metaphysical or both at the same time. The point of that which is created is the feeling it induces in someone who experiences it.

Creativity uses things (data, dreams, memories, sounds and physical reality) that are familiar to us to create something which is unfamiliar to both us and everyone else. When that creation is useful, explanatory or pleasing; it will be remembered as creative.

MUNDANE AND MIRACULOUS CREATION

Nature is constantly creating. On the North rim of the Grand Canyon, the squirrels have white tails. The coronavirus that **may** have moved from a certain species of Yunnan bats to humans mutated in order to make that move and has mutated since. If natural, these are mundane creations.

Each morning, the sunrise, and each evening, the sunset displays a new and unique picture from the palatte of colors. The aurora borealis is another example of the creativity of nature. But nature does not choose to create. It is ingrained in nature as a mundane process.

*Homo sapiens* is uniquely gifted with the ability to create and to **choose** when and how to exercise that creativity.

When we find a new route to work, arrange the flowers in our garden in a new way, cook something we haven’t eaten before without referring to a cook book, we are expressing a natural, mundane creativity.

When we play and record combinations of chords never heard or recorded before; paint, draw or photograph a picture not seen or styled in that way before; create or cook a thing never seen, eaten or used before or think a thought never recorded before; it is creative. We are expressing miraculous creation: something completely new to the world from nothing.

But everything comes from something. In the case of miraculous creation, it comes from our brain (RATL) operated by our mind rather than from some implement. The brush does not create the painting, the mind controlling the brain controlling the hand holding the brush creates the painting.

It should be obvious that miraculous creativity and dreams are two parts of the same creative impulse of a functioning brain (RATL); one conscious and the other unconscious. One miraculous and the other mundane. One by choice and the other unbidden.

Where does that impulse arise?

Dreams are creative because the door to creativity (in the RATL) is opened in order to experience them. When we sleep, our normal brain processes tune out. That lack of concentration on logic, habit and memory releases us to enjoy the (creative) alternative side of our brain – in dreams.

We don’t remember much of those dreams because the RATL has no access to left hemisphere memory.

But when we wake from dreaming, the door to creativity remains open for a short period, if we allow it to remain open. We can trick ourselves into continuing to listen to the RATL and to use it for problem solving; if we don’t think about our mundane existence or allow memory and habit to intervene.

This creative skill is the purpose of the human mind. It evolved as the key human attribute to take advantage of the unique capabilities of the RATL. We do not fulfill our species destiny and our personal destiny if we do not use our minds to access the RATL.

The proof of this is the difference between a life lived in 1787 and one lived in 2022. The proof is change – both environmental and man-made. No other animal can control such massive and constant change to its environment and life-style.

CHOOSING AND DRIVING MIRACULOUS CREATIVITY

Anyone who can dream can create miraculously, All it takes is the choice to use the tools you have: your abilities, your knowledge, your skills, your sensibility, your understanding.

How you choose to create is guided by your comfort with those five elements of your capacity for creation. Your comfort level will lead you to the choice of medium for the expression of miraculous creativity.

The easiest medium is thought. All it requires is the brain (RATL) you already have. Engage it. Like any engine, it needs to be started. Don’t begin with contentious subjects. Pick something with which you are comfortable. Think about it before you go to sleep: as you drift into sleep.

The subject will come back to you as you awake. Do not set an alarm clock or let someone else wake you. If the subject does not come to you without assistance, write it on a paper beside your bed: three words or less.

The objective of these thoughts is a new way of viewing this comfortable subject. Why do you enjoy it? What would make your enjoyment of it perfect? Where would that perfection originate? What would need to change in order to achieve perfection? How could those changes come about?

As with anything, practice improves performance. Done each day until the subject is seemingly exhausted will give you the kind of perspective you get on a bald knob overlooking a valley on a clear day.

(In my case, the prefrontal cortex is fully capable of interrupting my RATLing. The most frequent interruption is caused by hearing a song that then played back in my mind the previous day. When I wake, the prefrontal cortex asserts its control by playing that song from its memory; trying to drown out the insights of the RATL. I must ignore it!)

After RATLing, use those early waking hours to write. Explain from the insights toward a logical or intuitive conclusion. Do this in your free time, when not consumed with the mundane. Come back to it often, each time with a fresh mind and new words to be included.

The reason this works is that your mind can be trained to ignore the mundane and concentrate on the creative. It does this best in the period just after waking and before the mundane intrudes. It does this by engaging your RATL and putting your prefrontal cortex in a neutral gear.

Once you have done it, you will find that you are in control. You choose when to be creative and what subject to be creative about. The freedom your brain (RATL) then feels is the only true freedom.

You are truly free because your indoctrinated/logical prefrontal cortex is not controlling your thoughts.

You are truly free from the habitual thinking that drives the prefrontal cortex.

EFFECTIVE CREATIVITY

Creativity is the mark of mankind: our destiny, manifested in a miraculous capability. Other animals may dream and many may learn, but only humans are creative by choice. Treat it as a miracle, nurture it and preserve it by sharing your skill-training methods with others.

Creativity comes to you; do not try to force it.

Creativity avoids alcohol and drugs; a befuddled mind cannot create.

Creativity is about people. What change in reality or in human behavior will most benefit society?

Creativity begins with an understanding of nature and motivation. Change does not happen just because you wish it. Self-centeredness twists creativity into a means of oppression.

Creativity finds the RATLed solution to every problem: what would the perfect (from all perspectives) solution look like?

Creativity then examines the perfection to identify all of its major components. What root-causes need to change? What people or groups of people are affected by each component and how would they react to the change? How could they participate?

Creativity leads to questions about causation. Why and how do things happen? What are the reasons and how would (and could) those reasons be modified in order to support the change?

Creativity supplies answers. How could those outcomes which are undesirable become desirable?

Creativity is about outcomes, not process. Process should be modified to support (and drive) the better outcome.

Creativity destroys processes and outcomes which have made us comfortable in the past. Creativity is the enemy of precedent and habit.

Creativity is **your** ability to control your life and its outcome. Nothing should be allowed to be inevitable.

A creative society is pulled by the engine of creativity into a future that benefits all of its members.

THE PURPOSE OF CREATIVITY

Logic takes facts into syllogisms and produces truth as its conclusion. If the fact is actually a lie, the concluding truth will be quickly rejected when science or exploration proves a replacement fact.[[11]](#footnote-12)

Magellan sailed around the world. The 1919 solar eclipse bent light in the presence of mass. Both events proved new facts and led to the rejection of old truths in old syllogisms.

Lies are easier to reject than opinions. In most cases, the believers of opinions cannot accept a new fact and discard their opinion. That opinion is embedded in their ideology. Since they only access their prefrontal cortex, they will continue to believe what their ideology tells them to believe. They ignore the new fact and challenge the new conclusion.

Only creativity, accessed in the RATL, can force the rejection of the habit of ideology.

Have you ever done the same thing over and over until your mind froze in boredom? Have you had the same conversation with a significant other until you could say their lines before they thought them? Have you thrown out a book that repeated a rehashed, conventional plot? Have you turned off the TV when it showed the same politician with the same tired, ideological explanation for their own ignorance?

Humans hate sameness and boredom. We need innovation and original thinking. We thrive on newness and exploration.

Unfortunately, at a certain point in our lives most of us have given up on finding genuine creativity: in ourselves, our friends or our existence. We accepted sameness and boredom interspersed with moments of drug- or alcohol-induced numbness. We needed those drugs to avoid our depression caused by the expectation that things were never going to get better.

Only creativity creates newness: new science, new technology, new reality, new thinking, new facts. Creativity replaces depression with challenge. There really is a way to make things better. It is only found in the human RATL. Your RATL is just as capable as mine.

Believers in ideology will have a difficult time accepting the science of a second brain network and my suggestion of how to reach into its wisdom with a reawakened mind. Some of them may even prefer their depression. It is safe and doesn’t require any effort to maintain.

If that is you, stop reading this. There is nothing here for you.

For the rest of you, consider this. As long as you only access your prefrontal cortex, you are a passenger of habit. Someone else is driving and you have no control over where you are going. Their ideology makes you comfortable on the seat of that bus; believe and keep riding.

**Or**, access your RATL. Encourage others to RATL. Form a daily coffee-break discussion among RATLers. Share what you have RATLed with unconcealed wonder. Find newness, challenge and a purpose: in creativity.

A CREATIVE SOCIETY

Democracy was intended to release the creativity of all its citizens.

We had experienced all forms of dictatorship and monarchy before 1776. None of those governments produced a creative society. There were a few creative persons, but they were all prodigies and freaks. All the rest of us were following whoever was leading.

Creativity was released by Democracy, but not in sociopolitical thought and practice. Instead, democratic government copied the mechanisms that dictatorship and monarchy had relied on to keep us organized and marching in the same direction: bureaucracy, ideology and hierarchy.

Freedom, creativity, maturity and individuality are related concepts. They feed each other. They are the opposites of ideology and the principles of management.

Creative thinking about our future and the structure of a government which will promote a creative society should be society’s goal. That is what we should ALL be thinking about. Since we cannot find new ideas in our ideological prefrontal cortices, we must RATL in order to find those ideas.

Gaining a creative society requires major changes in the way society is organized: dumping ideology and management. I provide some thoughts on those changes later in this study.

Having a few prodigies with creative ideas is not enough impetus to change the direction of our society. Especially if we don’t understand WHY we are flowing in that specific direction. I provide some thoughts on Why and How in the immediately following section.

The COVID-19 debacle proved how incomplete and misdirected our responses to new threats are. The rise of China, the nuclearization of North Korea and Iran, the resurgence of Oligarchic Russia, the continued poverty of Africa and other developing nations, climate change; all have been mishandled by our (small-case) democratic government which is blinded by ideology.

The list of domestic threats that have been mishandled is much longer.

All of those failures result from following ideology or some negotiated compromise between ideologies found in the prefrontal cortices of so-called leaders. There is no creativity where ideology drives thought.

We believe in and are stuck with leadership **not** because it works, but because we don’t know of an alternative.

Leaders are incapable of understanding or accepting a new fact that challenges their ideology. Their followers depend on them to voice ideology no matter what new facts come to light. If they abandon the ideology they will lose their followers.

Ideology always, eventually, leads us to a new Dark Age: devoid of creativity.

WORLD HISTORY

History is the story of the rise and fall of societies and the privileged few who controlled them.

Progress abhors privilege. Privilege subdues progress.

The so-called Dark Ages **were** dark because self-centered, privileged persons imposed an ideology, with themselves at its center, in order to maintain their privilege and hold back progress that might help their enemies.

All means of organizing society experienced to date lead to the creation of a privileged clique who maintain their position with an ideology.

Although the stated purpose of the ideology has changed over time to a desire for the betterment of larger and larger groups, the truth is that the benefits of any ideological society flow principally to the privileged few.

Ideology is always the means to repression of the many in favor of the privileged few.

The American experience shows that two competing ideologies, each with their own privileged few, are little better at making social progress (through creativity) than a country under a single ideology.

The compromises that preceded the Civil War and the inaction that preceded America’s involvement in WWI and WWII prove that compromise, negotiated between two ideologies, deepens the problem rather than solving it.

Only creativity yields progress and only progress solves problems. Going backward or honoring precedent stifles progress and prevents creativity.

If progress is the goal, privilege must be eliminated and creativity honored as the only means to progress.

True cooperation among citizens is only possible from a foundation of shared RATLs. If our focus remains on winning (and blame for losing), we can only compete. Competition drives division. In that divided, undemocratic and un-empathetic world, government referees are needed to keep us apart.

In America, the ideals expressed in Jefferson’s first draft of the Declaration of Independence have been lost to encroachment by competition between cohorts of the privileged few. The society they have built has no room for creative progress. Its holy grail is precedent and tradition. It doesn’t need to listen to the citizens, because it has trained only followers. No one now thinks creatively about social organization with our right anterior temporal lobes (RATLs).

Subconsciously understanding that society is not organized to reward creative progress is a principal cause of our disappointment with social norms and “the way things are”. We despise the control society exerts over us and its myriad rules because they are counterproductive. Control stifles creativity. We are locked in place: knowing the answers come from progress through creativity, but without the means to implement change.

IDEOLOGY OF ANY STRIPE IS A RECIPE FOR FAILURE

The ability to think creatively has been surrendered to many ideologies. Our betters in the privileged few do our thinking for us, referring always to their dominant ideology. They expect us to follow. In fact, they demand that we follow and believe.

Without free thought, there is no creativity. In fact, the mechanisms of creative thought (RATLing) do not operate in a mind filled with ideological prejudices and commitments to specific ideological tenets.

An ideologically-driven mind cannot separate facts from opinion, so it is incapable of coming to a conclusion which is not driven by ideology.

To think creatively, the mind must be empty of everything except the ‘three-words or less’ problem and the facts which surround it. All mundane and ideological considerations must have been removed. That happens best in the early waking minutes to a mind disposed for and trained in RATLed creativity.

Ideological thoughts always circle back to the instilled principles of the ideology. It is a whirlpool from which there is no escape.

Applying ideological solutions results in the same outcomes on every occasion. A definition of insanity is doing the same thing again and again but expecting some new result.

Our experience with ideological democracy confirms its inability to avoid prejudice against those who are different. Fulfillment in its society is not achieved by a life filled with mindless entertainment.

Deep understanding cannot be learned, it only results from creativity; never from ideology, belief or memorization.

Without a government that understands the role of creativity, creative thinking (RATLing) is not just discouraged, it is isolated, condemned and persecuted.

Inevitably, an effective idea is produced by melding many concepts from many thinkers into a single solution, so ALL should participate in decision-making. The more participants, the better the solution.

The technology now exists which would facilitate self-direction for an entire nation of participants. If we can anticipate problems, we can find solutions in advance of need. We can be prepared.

Preparation is a strategy that requires understanding and commitment. All of us need to be prepared. Leaders are only needed for execution of the plan.

Creativity is within all of us. We need training in order to use it, followed by open participation in the process of solving society’s problems.

Miraculous creation requires a personal choice to use the tools you have: your abilities, your knowledge, your skills, your sensibility, your understanding.

A creative society is pulled by the engine of creativity into a future that benefits all of its members.

An ideological society is going nowhere.

BEING “IN THE ZONE”

Any sports enthusiast can tell you about being “in the zone”. The most obvious examples are the performance on a basketball court of a player who appears unable to miss, for a short period of time.

Any sport or challenge that involves the player and a movable object can contain a period of “being in the zone”. Archery, shooting, curling, all ball games, etc. Simone Biles has taught us that even our own bodies can be the movable object.

Our prefrontal cortex contains all the stress, worry and tension we experience. The RATL has none. Our prefrontal cortex fears failure. Our RATL ignores failure. Our prefrontal cortex knows what it should do: its habits. Our RATL just does it.

In all these cases, the RATL takes over the management/overwatch of the player’s physical activity. In the case of all the miraculous inventions of the past 250 years and before, the RATL took over management/operation of the inventor’s thinking/ruminating/mind-wandering activity.

Sure, each of them were unusual. But where did that unusual nature come from. May I have some of that, please.

Yes!

Untying a knot can be frustrating. So much time must be spent before that first movement is sensed/felt. The act which caused that small movement must be repeated again and again until real movement is experienced. Then, suddenly, the knot is untied.

The “zone” is not reached without effort. Your prefrontal cortex is stubborn. It will not go quietly.

Mind-wandering is your RATL trying to get your attention. Give it some room to roam and gradually guide it to a particular area in which you want an alternative opinion.

But don’t state it like that. The objective is not an alternative, but the view from another angle. You cannot look for something and find it with your prefrontal cortex just behind you looking over your shoulder. Your prefrontal cortex and all of its opinions must be completely out of sight and mind while you look inside the chosen area with your RATL.

When a basketball player is in the zone, the rest of the team feeds him the ball again and again. And the defense double-teams him/her until s(he) loses that connection to the RATL.

Beware of being double-teamed by your prefrontal cortex and people who are not actually your friends, while you are RATLing.

THE EPIPHANY

How you feel when the moment of creation occurs is like an epiphany.

An epiphany is a moment when you suddenly feel that you understand, or suddenly become conscious of, something that is very important to you.

Picture yourself in an event parking garage. Everyone exited the event at the same time. They are all in their cars, either backing from their spaces or sitting in the drive aisles waiting for someone to move.

There are no signs in this garage and you do not remember where you entered or know where the exit might be. You are stuck in a line going nowhere because no one else knows where the exit is either.

Then, suddenly, you understand the construction rules for parking garages. You see order in the midst of disorder. The exit must be away from the event entrance and behind a wall. You are transported there in a flash of space-time, wormhole travel. This is the epiphany of creativity.

If this description sounds familiar, it is because you have experienced it before. You know the mechanism and how powerful its insights can be. You know drugs and alcohol prevent its operation.

What actually happened was that the prefrontal cortex slipped into neutral, allowing the right anterior temporal lobe (RATL) and associated brain segments to be heard. Ingenuity and agility were released. The solution appeared as if by magic.

The real magic is that this moment of epiphany can be summoned at will with practice. It first appears in the waking moment following a dream, when the RATL is still engaged but no longer dreaming. You can grab hold of its power before the prefrontal cortex reasserts its control.

After many sessions of RATL thought, you will be able to slip your prefrontal cortex into neutral whenever you choose in order to have time for uninterrupted, meditative, mind-wandering RATLing. You will understand. You will have become a RATLer.

All people who dream can RATL. There are no levels of RATL quality. Anyone who RATLs is capable of the most important insights. Nothing limits you. You are in control.

Others can’t control you because your RATL has made you FREE. You are capable of being the next Leonardo da Vinci, Newton, Mozart, Jefferson, Edison, Einstein,,,,

SOME RATLed PERSPECTIVES ON HOW AND WHY

THE CHALLENGE OF MODERN LIFE

Social progress is not an unknown: its direction, speed and timing. It advances by turning unknowns into knowns. Insight and experimentation are the only means of doing so. Gaining control of insight offers the personal opportunity to progress. **Individual progress is the only source of social progress**.

The organizations that dominate modern life are incapable of dealing with change (particularly sudden change) on their own. They have not arranged to consult with/listen to individuals, who could be prepared for change with public warnings, then use **their** access to insight to solve challenges.

Losing the opportunity to gain control of insight and relying solely on knowledge eventually leads to stagnation. We did that before in the history of mankind. We should avoid doing so again.

The terrifying novel, *One Second After,* outlines a probable outcome of an EMP (electromagnetic pulse) event. It is something our leaders have not prepared themselves or us for and it will probably throw us back to life as it was in the 1860’s. It would effectively end modern society in America and kill 300 million of us over twelve months.

The questions our society’s lack of planning raises about the way we decide the direction, speed and timing of social progress need to be addressed. Do we operate from ideology and conventional wisdom and wait until after the problem has occurred to react, or do we attempt to operate scientifically with an eye on our future through individual insight?

In *One Second After*, no insight has been consulted in advance of the EMP event. No preparation has been made and the people are left leaderless, terrified and angry. Confrontation remains the usual means of decision-making. Winning and losing in scenes of violence determines who survives.

In the heat of those moments, no one is able to consult insight and no one shares solutions.

The point of this study of RATLing is that an EMP and several other challenges to modern society cannot be solved by knowledge alone. Knowing that an event is possible is not enough to prepare for it unless decision-makers share that knowledge and its possibilities with everyone affected.

Only if all of us confront the potential event individually and, subsequently, together as mental resources, can we make a plan that survives the actual event.

Leaders who pretend to know and understand all challenges and all responses to those challenges, but who have not prepared for the inability of the leadership to communicate by delegating, informing and empowering all of us within the plan, leave all of us vulnerable.

An event like an EMP also exposes the American vulnerability to its lack of self-sufficiency, self-control and care for each other. Americans have been taught to win and taught that winning through organizational management solves all problems.

But what happens when organizations suddenly cease to exist? What happens when organizations are not prepared? Do any organizations actually plan or just rely on the conventional wisdom that the threat is unthinkable, therefore not worth planning for? Did any organization plan for COVID-19?

Don’t all organizations, including government, simply assume that tomorrow will be like today?

PROGRESS VERSUS SAMENESS

Americans entered the 21st Century filled with unhappiness. Disappointment has continued to grow in our attitudes toward many aspects of our lives. We have become openly angry at our lack of progress.

By contrast, we are surrounded by images of hope and personal growth. Disney, including Pixar and Marvel, embody many of those hopes in their imaginative offerings to both children and adults.

We believe that those images are as impossible of realization as our hopes of winning millions in the lottery or of founding a company that sustains our family for generations. But we try, nevertheless.

When we aren’t hoping, most of us look to organizations and government to provide the environment in which our success (on a much-smaller scale) or our survival might be aided.

Unfortunately, government is dominated (as are all organizations) by the ideologies of its leaders.

All organizations and leaders need us primarily for our learned capabilities to carry out **their** ideas, not for our ability to generate ideas of our own for communal (and organizational) benefit.

Instead of gaining control over ourselves, our social trajectory and our ability to provide for our children’s future; we are **actors** **on behalf of** organizations that have little interest in us unless we are at our desk or workplace doing what we have been told to do, paying taxes, and voting for Representatives of political parties and their ideologies.

No organization asks for our ideas or even respects our ability to contribute ideas/insights because **we have not been trained to generate ideas**. Their leaders also believe that most new ideas that arise in someone else’s brain are dangerous. In fact, most new ideas **do** represent threats to organizations that are founded on old ideas – buggy manufacturers at the advent of the automobile.

They will not change their attitudes toward us until **we change our attitudes toward ourselves** – until we prove to ourselves that we are capable of generating the ideas/insights that will change the focus of the American **life** experiment.

That change can only begin to occur when we stop treating the future as an extension of the past (things we know and have been taught) and instead realize that **the future is an alternative to past-sameness** that can only be discovered with insight. Insights that only happen in us, to *homo sapiens*, in our RATL network. Only then, can we be valued for our access to insights, ideas and creativity.

This insightful understanding of the future was at the heart of the American Experiment of 1776 and 1787. It triggered 250 years of commercial insights and drove the growth of American wealth and power. Unfortunately, we have become a society managed by buggy manufacturers: organizations protecting a known/past reality from new ideas and ignoring the source of insight.

This is especially true of government. In fact, government always tries to preserve sameness and prevent change. The larger the government, the harder it is to MOVE it. Precedent and tradition are honored and change/progress is treated as the government’s enemy.

After we recognize what we can be and embrace this change in ourselves, we will be able to change the focus of government and all other organizations; but not before.

THE HUMAN BRAIN

“As many as two million new connections, or synapses, are formed every second in an infant’s brain. By age two, a child has over one hundred million synapses, double the number an adult has….(T)he process of becoming who you are is defined by carving back the possibilities that were already present. You become who you are not because of what grows in your brain, but **because of what is removed**.”[[12]](#footnote-13)

As our experience-driven knowledge hardens our opinions by this pruning, “the volume of the prefrontal cortex reduces by 1 percent per year during the teenage years…. These changes lead us to be more self-conscious, more risk-taking and more prone to peer-motivated behavior.”4 We become an adult follower in an ideological herd: perfect cannon-fodder and party-line voter.

Avoiding this outcome requires education that is open to alternatives, **not letting those childhood synapses be removed by false truths**. The past usually appears full of learned truths to both teacher and student. When children are taught the past as prelude to a certain future, lessons learned become hard-wired, rote, factual memory; not uncertainties to be studied with careful, open minds.

“Twenty percent of the calories we consume are used to power the brain. So brains try to operate in the most energy efficient way possible, and that means processing only the minimal amount of information from our senses that we need to navigate the world.”4 This process leads us to **all** our ideologies, which are ready-made interpreters of the information. Time and energy are saved by using them exclusively.

“When we practice new skills, they become physically hardwired (in the brain), sinking below the level of consciousness…. Once etched into the circuitry of the brain these skills can be run without thinking”. Other (unused) synapses “wither and go away. (But) if it gets strengthened, it can sprout new connections.”4

Learning empathy, freedom of thought and choice, and pro-social behavior is possible if **those** synapses are properly rewarded for **those** behaviors, and the opposites are allowed to wither by denying them reward and dopamine. Even though “all the human neurons on the planet are influencing one other, creating a system of unimaginable complexity” and “our lives are steered by forces far beyond our capacity for awareness or control”4, we can practice the skill of **ideology identification and rejection**.

When we do so, we will be thrown back on our natural brain’ decision-making process. That process uses videos of expected futures to determine how much value each option holds. Unfortunately, a NOW reward is valued much higher than a future, simulated reward, leading to behaviors that are self-destructive. And our willpower is a finite resource. Our impulses may overwhelm willpower. Deferring to ideologies and leaders (which our education and our social desire for fellowship has taught us to do) has been and will be trusted as the only way our willpower can overcome impulse.

History and our personal experience has even shown that our neural networks are capable of identifying non-members of our groups and treating them to an escalating series of pain, in some cases all the way to genocide, while under the influence of a demanding ideology.

Ideological belief is not the way to a desirable human-species future. Instead, RATLing provides the mechanism to see future reward with such clarity that the means of social re-design becomes second nature. We can **choose** to access this alternate-brain-circuitry to ideology, habit and immediate reward.

NOVELTY AND PROGRESS

Our commercial world is driven by novelty. Every new edition of the Apple iPhone is something we must have. Sales drive profits, profits drive novelty (new core features), novelty drives new editions, new editions drive sales. It is a virtuous circle for Apple.

Novelty (a new, core feature) appears in the minds of designers, is researched, then becomes technology that can be incorporated in the new edition. This is the essence of technological science and the only source of progress in any technology.

How novelty appears in the minds of designers is what this study explains.

Until research confirmed the duality of brain function with blood-flow analysis that identified two brain networks, we did **not** understand that knowledge and insight were separate and mutually exclusive. We didn’t know that you cannot access one while simultaneously accessing the other. **This is new understanding and it explains all innovation!**

Our current misunderstanding results from the process of education, from pre-school to PhD, which is designed to emphasize memory and regurgitation of that memory. It is solely focused on knowledge and teaches no explanation of insight. It barely recognizes that insight exists.

Education that teaches only a rote understanding of the past provides no understanding of the mechanism of progress and novelty. Science that only directs us to understand what is known is no help in understanding what is unknown. It can test a novel idea, but cannot, on its own, generate a new idea, see order within disorder or even discover a new method of testing.

This **NEW** understanding of the brain should provoke an entirely **new** way of looking at life itself.

Rather than human choice being limited to choosing among opinions and following habits that always lead to ideologies, our choices should be among novelties that science can then prove and technology mechanize. Generating more novelties provides more genuine choices in all things. It also drives progress.

More novelties come from more brains attuned to the small voices of each individual’s mechanism of insight, their right anterior temporal lobe and associated brain segments that I have nicknamed RATL.

Choosing to understand your RATL is the first choice to be made. It is not a choice that your education has prepared you for. Your daily life is driven and protected by what you have learned and think you know, so making this choice is a leap of faith in yourself, **independent of everything you know**.

When Columbus sailed West to reach the East Indies, he relied on the unproven science of a round Earth (an insight). He was not afraid of falling off the edge.

This concept of progress through RATLing is neither religion nor philosophy: an unproven concept. It is a new understanding of the science of the brain. Follow through on this new understanding of your brain. Try to access your RATL. Sail West.

HOW THE BRAIN/SOCIETY WORKS

On its most basic level, at the neuron, the brain is capable of sorting all experience into what is known and what is unknown. As an experience matures (becomes more understood or ripens like a cheese) it is consigned to new neurons which are less linked to top-of-mind and can be responded to by a shortcut. Science has determined that experiences are constantly shuffled from neuron to neuron.[[13]](#footnote-14)

This is memory, but not memory in the sense of our machines that contain separated chip memory. The old experience is still connected to the center of immediate response, but the understanding of it and the response to it are gradually fixed as a routine that need not be examined closely at each occurrence.

The brain does this in order to be able to use those neurons most closely linked to the center of immediate response for the recognition of **new experiences**.

You have encountered this when your eyes saw something that wasn’t there. The picture from the past got in the way of the picture from the present. Preventing this error of perception requires that the past be filed in another, less-immediately-linked connection, as a routine shortcut.

Your brain must always be prepared for NEW experiences. It can only do so if old experiences are assigned to neurons that are not quite as tightly linked, where responses are established routines.

Society, on the other hand, desperately wants continuity and certainty. It puts the past at the heart of its decision matrix, trying to repeat whatever it did the last time as a comfortable precedent or tradition.

This causes society to always be surprised and fail to recognize change. Society has no capability of anticipation because it has not assigned neurons/people to the position of **first recognizer**.

Society has first responders, but they respond to what has already happened. No one is assigned to recognize events before/as they happen and then propose new responses. Society instead forces the new experience into an established process. This is the principal cause of the COVID-19 debacle.

In the brain, the function for evaluation of new experiences (that must first be recognized as new) can be done by the RATL. The RATL mechanism performs analysis that is not prejudiced by the past, then gives that analysis and response suggestion the ability to be heard in spite of noisy objections from neurons holding past experience and process, which otherwise would have responded incorrectly.

Society can create this capacity from scratch by melding science (the identification and recognition of newness) with the ability to evaluate and propose solutions for something new (the RATLs insight).

The most important part of this formulation is that the RATL exists in all brains. Society has programmed us to ignore it by emphasizing the importance of learning from the past (memorizing and lessons learned). Our neurons are capable of apprehending something as out-of-the-ordinary/ unclassified only if we ignore society’s tradition-oriented direction. We cannot solve those newly-recognized problems unless we are in contact with our RATL and ignore memory’s dictates.

As Albert Einstein said, “I am enough of the artist to draw freely upon my imagination. Imagination is more important than knowledge. Knowledge is limited. Imagination encircles the world.”[[14]](#footnote-15)

THE MIND

What are we? Beyond some evolutionary relative of the great apes or the inventors of complex and varied societies, what makes us who we are: both as a species and individually?

There is a range of our behaviors that has feeling on one end and thinking on the other. Then there is another range between intuitive and observant. We operate from all five of the ranges within the 16personalities website[[15]](#footnote-16). They don’t define us, merely label us for the convenience of those who need labels. The range that ***actually*** defines us is how we use our Mind.

Obviously we are born with both a prefrontal cortex and a right anterior temporal lobe. How much time we spend using each is a clue to who we are, both individually and as a member of societies.

Each part of our bodies uses certain specific elements of the brain. The mind is also a user of the physical brain. It specifically uses the two networks of connections and neurons that make up the physical control mechanism for our minds. The mind uses both networks **only** if it can find both.

If we have not learned how to access the RATL network other than in dreams, we cannot choose to use it when we are conscious. It will not come to us without that first discovery of its skill and many practices.

Mind-wandering, the thing we also call focused day-dreaming, is the appearance of thoughts from both the RATL and prefrontal cortex which interrupt our concentration on day-to-day things: the mundane stuff our prefrontal cortex is charged with managing. Mind-wandering interrupts the mundane and can provide an understanding of new strands of thought. Weaving those strands into an understanding of something deeper than the mundane is the purpose of the Mind.

But if we have not awakened the RATL, our mind-wandering only accesses the prefrontal cortex and our attempts to find novelty and conjure some new concept will fail. We are stuck with ideology and circular thinking driven by memory, habit and our learned skill-set.

Formal organizations have no RATL to awaken. They don’t listen to the RATL of their members and their members usually refuse to share their insights.

Other species are not capable of abstractions. Because they cannot access the RATL by choice, they also will never create. Only *homo sapiens* can control access to the RATL network. We are not one of many examples of the most advanced evolution in the entire universe, we are one of the few.

Giving control of our society to organizations ultimately could mean that we will lose access to the RATL and cease making progress in those areas where organizations are in control and the individual is ignored. Unrepresentative democracy is the obvious example.

Only individual minds in touch with individual RATLs can move a society forward. They do so by replacing ideological government with technology that forces the government to comply with the consensus of individual minds: true Democracy.

INDIVIDUALITY

We are all individuals. None of us is the same as any other, not even so-called ‘identical twins’.

A society driven from the top down, a hierarchy, cannot deal with us as individuals. Only a bottom-up society could possibly take account of all our individuality and utilize that uniqueness to its advantage.

Stripping away our uniqueness begins in preschool, or wherever we first encountered social control. We were all forced/enticed to become units of an entity not of our choosing and to play by its rules.

Those rules limited our expressions of individuality, supposedly for the good of the group or entity. That loss of individuality was sometimes so complete that we also lost our identity to the group.

Children cannot distinguish which part of their brains their mind is focused on. It all seems the same, so they do not recognize the loss of contact with the RATL they were born with. Adults, whom children are constantly told to respect, took the ability to contact the RATL from them by pruning their synapses of that ability. “Obey the rules, do it this way, study for the test, don’t daydream, remember.”

Gaining back that ability, once lost, is difficult but not impossible. The section titled “How to create/RATL” explains the mechanics but not the precursors or mental state needed.

Children are asked to be themselves **and** to be ‘responsible’. The problem is that it is someone else’s idea of responsibility. That is why they rebel.

Adults have usually adopted a group’s definition of responsibility and all aspects of the acceptance of something else’s control that the role of follower requires. There is an alternative.

The first step is to recognize that control exists. All of your participation in some group activity is an opportunity for someone and the group they represent to control you. They cannot control your mind.

When you watch television, you do not automatically accept what the advertisers are selling. You recognize their goal, and that your goal is not the same as theirs. Treating every interaction with people and especially groups to that same judgmental reluctance-to-believe is the essential second step.

Obviously, there are exceptions. You have an obligation circle: people whom you love and are obligated to protect and believe, until they do something which separates them from that obligation circle and you.

Performing this second step often requires a decision. That decision cannot be made by your prefrontal cortex. The prefrontal cortex will **always** fall back to what it knows, succumb to control and bring you back into the group. Real decisions can only come from the RATL, which is the only part of you capable of re-evaluating the relationship on the basis of an alternate point-of-view.

What should children learn instead of compliance? That they are naturally ‘good’. That they have the power of decision. That the best decision exists in their RATL. That responsibility to and for themselves is the first priority. That an adult went through the same gauntlet, survived and will probably listen without making judgments.

What should an adult learn? How to listen without making judgments.

MATURITY

A child is not born afraid. Those early cries were their response to the shock of entering a new environment. Once a baby learns to crawl, you begin to see their real character: no fear.

We teach them to be afraid because we are afraid. They sense it in us as we scramble to protect them.

We limit their explorations to the safe and enclosed. They learn “good” as obedience.

Maturity is the power to know both good and bad (through RATLing) and to choose good, not because you are told to choose it, but because you understand and are unemotionally rewarded for doing what is ‘good’.

This is where we fail as parents. We do not prepare our children for the freedom of choice they will have as we loosen the limits we placed on them. We teach without communicating ‘good’ as RATL-powered decision-making.

We should be communicating how to succeed in a world without limits.

Success at living life is not a game that measures a specific skill. Neither is it a measure of a child that they did not choose. Nor is it such an extreme of self-love that those around them and society itself can be ignored in the pursuit of the goal.

Instead, we hold their minds back with unexplained rules and they fail to escape the immaturity of youth.

Immaturity is a defect of the mind, curable by structured parenting and time. For instance, one of the tactics of parenting should be instilling an appreciation of “fun” as only a means to the goal of socialization.

Empathy should also be a major goal of parenting. Only empathy allows a child to escape immaturity and selfishness. Learning empathy allows the child to pass through the constriction of emotional and rational growth to the open world of maturity.

Parenting strategy must emphasize the responsibility of choice and how to exist at the edges of freedom where another person’s freedom-edges overlap.

The reasonable accusation of immaturity (lack of empathy), leveled at any adult person, group or entity should be one of the most damning accusations possible in a Democratic/Freedom society.

Only maturity opens the door to both change and creativity as an enjoyment.

The pursuit of happiness is the pursuit of maturity.

These goals are the purpose behind why we have a Democracy and choice. Immature people do not deserve and are not capable of operating a Democracy. They will always default to ideology, rules, habits and control.

THE SCIENCE OF SOCIAL ORGANIZATION

Science, what we know about physical reality, is in constant change. The change can and has been quantified by the field of scientometrics. One of its discoveries was that the half-life (of books) related to hard sciences is nearly twice the length of the social sciences.[[16]](#footnote-17)

What if that difference is not just due to the level of scrutiny a hard science fact is subjected to, but because the social sciences are afflicted with an inherent error of perspective that is not recognized before an idea moves from a theoretical paper to a hard-cover book?

This error would be classified as an ideology; giving certainty to a fact because of an ingrained prejudice instead of because it has been proven.

Democracy is a means of social organization. As such, it is both a physical reality and the product of social science which may be afflicted with an inherent error of perspective: an ideology.

Our American method of implementing Democracy as a functional means of social organization is now 235 years old. During that time change has happened all around us. Unless American Democracy changed with our environment, it has fallen behind and now no longer serves as an effective model of what a modern Democracy should look like.

Two factors are involved. First, American Democracy has decayed from its ideal as expressed in the Constitution. Second, the ideal, if expressed today, would be different from what is included in the Constitution: it would be modernized and more reflective of modern American society and the hard sciences and technologies.

Scientometrics has determined that collaboration is greatly improved by proximity. Today, physical proximity is no longer necessary. Websites like mdpi.com can pull together researchers looking into very specific categories of research regardless of physical location. If expanded to bring in anyone with an interest in that field, non-scientist input would be available and the range of findings correspondingly expanded.

Subjecting American Democracy to such a research regimen is why I have included sections on “good” government and “neighborly” citizens. What I express there is conjecture. What if we could start over and design a new social structure and a government that encouraged advances both in itself and its citizens as a match to the movement of our knowledge of physical reality.

In other words, can the social sciences be brought into consonance with the hard sciences?

In *COVID-19: The great reset* the authors conclude “The verdict seems clear: we need to change; we should change….Failing to act would equate to letting our world become meaner, more divided, more dangerous, more selfish and simply unbearable for large segments of the global population. To do nothing is not a viable option.”[[17]](#footnote-18)

“INTO THE VALLEY OF DEATH”

When I was in the 8th Grade, I memorized the Alfred, Lord Tennyson poem “The Charge of the Light Brigade” as a school oratory assignment. It stuck in my thoughts throughout my life.

When I was told to do something irrational, I recited the 5-word page title, above, often aloud.

The questions it raised in me were: why had the charge been ordered and why did the 600 obey?

Many other military actions seemed to pose the same questions: Picket’s Charge, Battle of the Little Big Horn, Gallipoli, Dieppe. Especially the wishful optimism of American political leaders on entering WWI, before Pearl Harbor and during Korea, Vietnam, Iraq and Afghanistan.

As a military person (ARMY LTC), I was taught to believe in *esprit de corps*. But the reality was that many junior officers and enlisted men did **not** believe in the decisions made during my 29 years of enlisted and commissioned service and would have offered better alternatives, **if asked**. I believe the same was true at the time of all the notable blunders cited above.

When I left the active military for corporations, I found that same reality: quiet (but angry) followers of decisions that they **knew** were irrational.

When I turned to consulting, that understanding triggered my principal strategy: suggesting more listening to those with knowledge of the facts, but no power to object to the decisions made by leaders.

As I listened, I wondered why and how those subordinates reached conclusions that deviated from their leaders. Recently, I discovered the mental process called imagination (and the network which controls it). It operates totally independent of the reasoning/logic process in the human mind, using different abilities/segments of the brain in completely different ways.

That alternative mental process is nicknamed RATLing (using the right anterior temporal lobe and related segments to visualize concepts with imagination) in this study. It is the process that produces hypotheses/insights for science to confirm. Science is always only experimental proof of what has been RATLed. These concepts follow from each other like nubs on a steel wheel, moving forward.

An engineer understands and described this mechanism.[[18]](#footnote-19) Some experiments with dreams have partially described that brain process without confirming its relationship to RATL thought. It is early days in the life of this insight, much like the early days of Einstein’s theory of relativity.

Dreams are **only** illustrations of the power of the RATL. Only the RATL has the ability to focus the mind on concepts that cannot (and will not) occur to that ideologically-boxed part of your mind which follows ideologues and believes that optimism alone can result in a positive outcome. This is the RATLs true power (and YOUR true power).

In fact, the reasoning/logic part of the mind (and its dominant ideologies) blocks access to the RATL. Unblocking RATL access is the first step to understanding the real power you have. The second step is listening to what the RATL tells you.

THINKING versus RATLing

Thinking has limits. When we think, we are evaluating possibilities within the constraints of what is possible. We are using neurons that only hold past experience.

RATLing, using your Right Anterior Temporal Lobe (RATL) to find an “impossible” solution, is unconstrained by possibility. Because you are using neurons that are open to “newness”.

The old saw about putting a square peg in a round hole gives a partial view of the difference. If the size of the round hole is increased, any square peg will pass through easily. In fact, any shape or size peg will pass through.

RATLing is increasing the size of the hole to infinity. RATLing ignores all the constraints of possibility. RATLing is how we create and how we solve problems that appear intractable.

Ideologies (and leaders) only deal in the possible and “rational”. Then they **bend** reality into shapes that fit their possible solutions. They lie about reality in order to justify and sell their solutions. They cannot see or admit their mistakes and refuse to consider alternatives.

RATLers see infinity.

Ideologies and leaders want to convert you to belief in their view of “bent” reality. If you believe the lie, you will follow their lead. You will accept their leadership.

RATLers want you to see your own reality from your own perspective. Your infinity may be different from mine. I will benefit from also seeing what you see. You may benefit from seeing what I see.

RATLers have **No** constraints, **No** belief and **No** leadership. RATLers share. RATLers are dedicated to progress through creativity and constant change.

Most of the stories about Thomas Edison celebrate his persistence. That is certainly important. But what should he (and we) be persistent about? Edison’s true genius was his selection of concepts (RATLed hypotheses/insights) to pursue with dedication and persistence. Those concepts came to his RATL, just as did all the other advances (inventions) that we now celebrate and use.

Invention brings change. Change brings progress. Lack of invention might eventually bring a dark-age standstill in the evolution of human social life, but the physical World will continue to evolve.

If something stays the same as it once was, that part of reality is standing still – a physical impossibility. Only constant mental/RATLed change driving social change can keep up with constant physical change. Climate change will not be solved by something we already know, for instance.

Ideologies only work in a state of equilibrium. Society never achieves and holds at equilibrium, nor should that be our goal. A society in equilibrium is dead, held back from achievement/progress by its deference to authority.

The logic network sees society as an ‘animal’ to be caged or managed and each of us as only cells within that animal. The RATL sees each of us as an individual, so our personal liberty is essential to the liberty of the entire society. **Authority is to authoritarianism as liberty is to libertarianism**.

EQUILIBRIUM

The person you are was formed by your education. Not only inputs from your teachers, but your experiences and your own sense of yourself molded whom you have become.

In the past, there were thinkers and doers, separated by their education. In the computer age, there are creators, diagnosticians and users, separated by their skills and training. In order to find and fill your chosen role you need the right training/skills and the right temperament.

The American educational system is stuck in the past, teaching memorization, habits and lessons learned to doers. The teaching profession self-selects great memorizers to the teaching role, and successful students display phenomenal skills of memorization.

Failed students are left behind: frustrated and angry. And their future is to be infinitely-replaceable warehouse workers and burger flippers (doers of the least challenging). Many are minorities.

Each failed student is a resource whose hidden skills and creative potential will never be achieved. They didn’t fail; the educational system failed them. Why memorize when you have a computer?

Understanding, in the computer age, begins with the basic concepts of Proto-Libertarian (outcomes) philosophy, which I summarize as follows:

“Each of us is autonomous, has value and can contribute if thoughtfully counseled to keep an open mind/RATL. Society only advances and advantages **all** of us if we **all** have the opportunity to participate to the maximum capabilities of our person.”

Slavery and serfdom were obviously anti-libertarian. But we have not advanced far enough from the philosophical underpinnings of those systems to see our continuing failures in the light of Proto-Libertarian thought. We still believe in leadership and the mechanisms of management.

When we divide ourselves by sex, race, religion, language, politics and ethnicity; we put barriers in the way of others. Their failure ultimately becomes an outcome failure for the society as a whole.

When we ask government to deal with a problem, we are admitting that there is no visible problem solution and instead use government to **manage** the disagreeable outcomes of an **unsolved** problem.

When we ask creators to solve a problem, we expect scientific rigor and outcomes that solve the problem without unexpected fallout. But we have **NOT** trained creators and there is no mechanism to **listen** to their creative ideas.

In the last 90 years, American society has been forced to accept governmental management of so many unsolved problems that quagmire is an appropriate description of our society.

The weakest part of our society is the monopoly of social, economic and political thought and communication by governmental managers and the news media, whose educational experience and basic skill is memorization of a past that will **never** return.

Their work experience and expertise is in bureaucratic management of us, locking us into roles they have defined, thus preventing us from contributing our creativity. Call it the real **“CATCH 22”**

HARDWIRED SHORTCUTS IN YOUR BRAIN

“Twenty percent of the calories we consume are used to power the brain. So brains try to operate in the most energy efficient way possible, and that means processing only the minimal amount of information from our senses that we need to navigate the world.”4 “When we practice new skills, they become physically hardwired (in the brain), sinking below the level of consciousness…. Once etched into the circuitry of the brain these skills can be run without thinking.”4

These non-thinking brain defaults lead us to all our ideologies, which are ready-made interpreters of information we encounter every second of our conscious life. Time and energy are saved by using them exclusively.

The stores you prefer, the brands you choose, the routes you take to your favorite places, the places themselves including where you eat and drink, your choice of friends and confidants, the physical and mental characteristics of your preferred date and spouse, your favorite sports teams, your political preferences, your social preferences, your religious preferences, your work preferences, etc. are all hardwired shortcuts locked in your brain’s prefrontal cortex.

You made these choices when you were immature, by pruning your synapses of connections to alternatives. You were guided in those choices by your social milieu, education and personal experience. You are who you were conditioned to be by those associations and guidance. They made you **instinctive** rather than thoughtful.

All of these pre-programmed choices are your **ideology** and, unfortunately, they are YOU.

They also make you part of the American herd and would most-likely have made you part of the Nazi herd or Russian Communist herd or no-longer-quite-Communist Chinese herd if you lived in those times and places.

What this study suggests is that this process of conformance need not be universal. Some of us were meant to object to the process that made us and reject the resulting herd animal we have become.

But we need help to achieve that individuality. Help that begins in pre-school and continues throughout the period when our synapses are being pruned.

The first step is recognizing that it is happening. The second step is choosing to find and listen to your RATL instead of your prefrontal cortex in situations that may require recognition of novelty.

When we do that, we will recognize that our self-image of reformer, knowledge-sharer and activist is **also** an ideological habit. It was an immature choice and now serves as a shortcut that doesn’t require thinking about alternatives: RATLing.

Knowing **why** you believe something to be true is **usually** better than simply following your memorized instincts and dopamine-driven ideology.

THE QUESTIONS WE ASK

To understand the details of an event, we ask WHO, WHAT, WHEN, WHERE, HOW MUCH.

The answers merely tell us facts and those facts tell us very little, like the results of a game.

The more important facts, and the outcome of some investigation, may tell us HOW. If the event represents a threat, the HOW is important because we need to prepare for a repeated threat.

Agencies of the government do the investigation: as when an auto accident happens. The results of their investigation may include a citation for the offending driver. Unfortunately, that is usually as far as the investigation goes. Blame ends the search for cause.

The missing very important question is WHY.

If, at sunset in May and August, the sun’s glare prevents drivers from seeing clearly, that glare should be recorded as a contributing factor. Highway designers could then add a blinking warning message on a digital sign (in May and August) one half mile before the spot where the accident occurred.

When the government is in control of investigation, WHY is seldom assessed, or if it is, it is used as an opportunity to convict an opponent with innuendo and blame. This is the nature of a society that runs on ‘winning’, one that is dominated by organizations and their ideological habits.

When the WHY is expressed as blame even before an investigation has begun, the reasoning behind that answer for WHY is so obvious that we should never accept it. It is, probably, a purely political reason and follows from a tenet of the organization’s ideology.

When we are divided by some social/political/economic/racial/sexist/belief, we are set up to become an opponent and to be blamed. It is the dividing itself which is the cause, the WHY.

WHY is also a very layered concept. Behind the dividing is the reason for dividing: another WHY.

It is by understanding the bottom WHY that we actually understand causation and can RATL a solution.

Those two steps of understanding can only occur in a RATL, though you may read about them in a report and immediately recognize their correctness.

This understanding of causation is the target the brain has evolved into and is the reason *homo sapiens* is the dominant species on Earth. Without a RATL and the answers to WHY, we are just another dumb animal, fighting an organization’s or leader’s wars in filth and disease.

How the brain answers WHY questions is explained by the operation of neurons. If the brain is prepared to recognize new experiences (as new) in the frontal cortex, it can also be programmed to refer that experience as an anomaly to the RATL for further study and an understanding of WHY.

Ignoring the RATLs role leaves us susceptible to believing in false truths. Those false truths are always created by organizations who hope to win with blame. **All** formal organizations work this way.

The bottom WHY for most problems in our society is the dominance of organizations, and of ideology.

PRODUCTIVE DISCUSSION

When you want to find an answer to a genuine question in a group discussion, how should you go about it?

The first step is to agree the rules. ‘No opinions until later in the discussion and no ideology at any time.”

The second step is to lay out the facts. What we actually know about the question needs to be agreed and act as the platform on which the solution/conclusion is built.

The third step is conjecture. Conjecture is not opinion. It is piecing together facts in a way that uncovers hidden relationships and plausible connections. Conjectures are introduced only after all the facts have been stated. Conjecture is introduced with the words: “What if”. The sentence might be, “What if x and y are not the same.”

Conjecture does not come from opinion or an ideology. The person who offered it is not to blame for some underlying theory. The conjecture was merely an observation about a possible reality.

The fourth step is collection of opinions. Only after all conjectures have been laid to rest or added to the list of facts as possible additional facts, should opinion be offered. This limits opinion to the much shorter list of things that fulfill all the facts and some conjectures.

Opinions begin with the words, “I think”. By the time you reach this point in the discussion, no one should be blamed for having an opinion. You have stated all the known and hidden realities; all that is left is what the participants think about the subject.

If there is only one opinion, it is probably the correct one. If there are two or more, an answer probably lies somewhere between them, taking part of each opinion. Or it lies completely outside all opinions and can only be found by RATLing.

The group should meet again the following morning and share their RATLed solutions for further discussion.

Sticking to this formula provides healthy exercise for the brain.

It also works when having discussions with yourself.

Organizations will be unwilling to try it. They want to control the outcomes of all discussions in their sphere of influence. Organizational discussions are normally stylized theater, not a search for answers.

Think about a classroom with this mode of instruction. What do the students learn from it? Isn’t it a search for understanding within themselves rather than a passing on of knowledge? Isn’t that what the student needs in a world where facts have half-lives.

When humans know how to find ‘truth’ as an exercise in leaderless, blameless cooperation, progress always results.

DIET AND EXERCISE

We are all familiar with the oft-repeated directive that our physical health is dependent on diet and exercise. Both are needed because one without the other does not result in a healthy body.

This direction also applies to our mental health. Our minds need both diet and exercise. In other words, we need both new ideas (input or diet) and novel thinking processes (non-circular, non-habitual and non- ideological) in order to have a healthy mind.

Thought that constantly repeats learned wisdom (ideology) is circular. It never reaches a solution, has no access to off-ramps from that circle (novel ideas) and ultimately results in the insanity of constantly repeating the same thing and expecting different outcomes.

When the founders declared Independence and wrote the Constitution, they operated from what they knew, but created something quite novel. It didn’t finish the job of creating a perfect political entity that represented a perfect society. All the Amendments have only been small steps toward or away from that distant outcome.

Our thinking about our society and its management by various levels of government has fallen into the trap of circular thinking, driven by ideology. The fact that there appear to be two ideologies does not mean that we are actually advancing. Instead, we jump from one to the other as each fails to solve society’s problems, **never** actually moving forward.

Forward is a place locked within all our untapped, unhealthy minds/RATLs. Only exercise and diet can release our ability to understand, then guide us to the off-ramps from circular, ideological thinking.

Healthy mental processes do not occur in our prefrontal cortex and associated brain components. Unfortunately, we have been schooled to look behind us (to the past), where lessons have been ideologically extracted from experience. Nothing in the past adequately explains the future. Like Edison and the concept of sound recording, only completely novel thinking solves future problems – or, indeed, past problems that have been masking-taped with ideological or negotiated solutions.

That novel thinking is based on imagination in our right anterior temporal lobe (RATL) tempered by non-ideological realism from those supporting brain elements (such as facts) which we access as a **single** skill when waking from a dream. After several sessions of RATL thinking, we will be able to access it at any time during the day by stilling our prefrontal cortex and hearing the small sounds of ingenuity and mental agility from our RATL.

RATL thought is the only way to a healthy mind. When enough of us are sharing our RATLed thoughts, off-ramps will be revealed and our society can begin to progress. Similar to the founders’ analysis, the design concepts underlying an effective, forward-looking government and society will follow from that sharing.

The essence is understanding that though lessons learned can be extracted from experience (in the past), they only have value if related to visualized anticipations of a different future. RATLing is the only way to tie those lessons to an anticipated future.

Training our frontal cortex to refer “newness” to the RATL is the only way to actually learn lessons to apply to something new. It is called creativity.

THE FUTURE 1

I am optimistic about the future because I believe in the ultimate success of creativity.

The pandemic proved BOTH that Americans are more vulnerable to unanticipated threats AND more capable of creating the means of success against those threats.

The reason is that Americans BOTH live in a society of control based in fear and rules, AND some of us are freed by challenge and opportunity. Americans are not unique in that division, but they are blessed with slightly more opportunity for the creative. That opportunity is gradually being lost.

Leadership, hierarchy, bureaucracy and bureaucrats run American society, but creators still live among us successfully. Unfortunately, the creative are not recognized or heard until the threat overwhelms the mechanisms of bureaucracy. They are not given the opportunity to solve until the problem stuns the leadership into confusion.

The point of what is said on these pages is: Why must we wait to be overwhelmed before asking for creative help?

Why structure the society around worries, fear, habits, rules and punishments when the solutions always come from creativity?

Wouldn’t it make more sense to structure the entire society to revolve around expanding creativity rather than rules?

Do we really expect K-12 education to produce creative students when the apparent objective is to pass subject tests in preparation for a College Entrance Exam of memorized/correct answers?

Are you surprised that a huge percentage of students are left behind in the race to memorize learning? That they are angry at the lack of opportunity for their creativity?

Do you honestly believe that looking to the past will reveal (to social and political leadership) the strategy to deal with the inevitable surge of change across the future?

Can you memorize (or even remember) a solution to a problem that has **never** happened before? If not, what other mental capacity is needed in order to deal with the future?

Has a society **ever** dealt with change constructively?

UNCONVENTIONAL THOUGHTS

“How did we get stuck” in a world of “war, greed, exploitation [and] systematic indifference to others’ suffering”? “If something did go terribly wrong in human history, then perhaps it began to go wrong precisely when people started losing that freedom to imagine and enact other forms of social existence.”[[19]](#footnote-20) In other words, when leadership became the preeminent model for social existence.

Benevolent leadership is not the goal at the end of the trajectory of social existence, but a doubling back to an old form that failed on several and **ALL** occasions to pass its wisdom from generation to generation. And will definitely fail again.

Instead, society could proceed as an uncoordinated tangle of experiments with self-sufficiency, creative anticipation and imagination being the driving forces. This requires that the tool of imagination become the key to education and all understanding. It requires that we refuse to be seduced by ideology, leadership and the false understanding of the past as prelude to an inevitable future.

“We, the people” had asserted our control over government in 1787, but then lost self-control again when the mechanisms of political/social existence veered off along a leadership path, leaving us at the crossroad to either follow and obey or drop out.

Our goal should not be Anarchism (belief in the abolition of all government and the organization of society on a voluntary, cooperative basis without recourse to force or compulsion), but science. What ALL societies have done until now has not worked. Social structuring can only be cured of its mistakes by experimenting with many different, creative alternatives.

Those alternatives can only be hypothesized by imagination: by all of our RATLs throwing up insights and ideas to be synthesized, amalgamated and tried. You will find some of my off-hand suggestions later in this study.

The key word in the Constitution is “Representative”. A Representative looks to those he represents for guidance. When political parties were created, the representative became a “leader” who looked to the party for guidance and ideas. S(he) looked to the party leader for direction (which became a consistent ideology) and ignored both those represented and his/her own ideas. Hierarchy was re-invented.

Our rebellion against British hierarchy and its rejection of our right to **our own solutions** turned on itself by creating an American hierarchy that has done the very same thing.

Continuing our rebellion by re-instituting the genuine concept of representation and looking within ourselves for solutions to our many problems is the course we should take and fulfills the intent of the founders.

Hopefully, you will begin RATLing and be challenged to offer **your** own ideas/insights.

CONSTITUTIONAL LAW

In theory, for justice to be applied equally, the law itself has to remain the same. But we all know that specific laws have changed as society has changed its morals and mores and technology arose.

The one absolute has been constitutional law, although even its interpretations gradually move as time moves and is subject to sudden change with the passage of Amendments.

The purpose of Constitutional Law is creation of the framework within which all other law is bound. It is the manager of the legal environment. But manager is a bad descriptor. It should be understood more as the function of overwatch, knowing how other law is moving and then moving the framework to accommodate that change, or not, as the interpreters of Constitutional Law decide.

When the interpreters make those decisions on the basis of the specific words, or tradition, or precedent; they force the framework to remain framing a place that does not represent where society has moved its morals and mores and what its technology will allow. It becomes out-of-step with reality. This is where we are today.

The lack of movement in Constitutional Law creates the confusion we see in all other law, where behavioral expectations are enforced differently from jurisdiction to jurisdiction, from accused to accused, from distinguishing characteristic to distinguishing characteristic of both the case and courtroom participants.

Putting Constitutional Law on a footing that comports with other law requires allowing it to move with those other laws and the only means of moving it fairly is by frequent reference to where society is at that moment. Not society’s temporary fascinations, but its permanent trends and technology.

Those permanent trends can only be identified and matched by making interpretations that understand intent and need: what did the society intend and what was needed, both when Constitutional Law was written and now? What was the desired outcome? What current technology better serves that outcome?

When Constitutional Law is out-of-step, the institutions of government (whose objective seems to be to channel society in the direction of all law) are similarly out-of-step with society.

All of American government is now out-of-step with the society. **All** need a mechanism for constant updating.

That updating of both institutions and Law can only be done by a society which knows itself. It cannot be done by government itself or the privileged few or a political party representing an ideology.

Once we know our RATLed selves, citizen participation in that update can correct the errors of Law and government.

THE RULE OF RULES

We all benefit from the rule of law. Law protects all of us from harm – physical, emotional and financial harm. A society cannot function without it, as the Dark Ages proved.

Creativity and creators are intuitive and decisive. They are the ones who find shortcuts and successfully guide our armies to victory, both in war and in defeating/surviving the unexpected.

Bureaucrats and bureaucracy create rules to prevent inconvenience rather than just harm, in order to keep everyone in line and punish line-jumpers. Their theory is that individual success by nonconformists causes or leads to societal loss. They believe that “we all lose if someone who didn’t wait in line gets there first.”

When a society is organized to reward bureaucrats and confine the creative, society dies from unexpected threats and the lack of social agility. The pandemic proved that bureaucrats couldn’t find the right mix of rules that would both prevent the spread and encourage speedy vaccine innovation at the same time. The bureaucrats needed to ask for help from the creative and relax the rules of convenience and safety. They failed because there is no means for **listening** to creative insights.

American pandemic experience was a report card on the way American society has been organized at least since 1945, and probably since the rise of the Corporation during the Civil War.

Bureaucrats have been needed to staff production lines and offices, and bureaucrats created rules to prevent the rest of us from becoming unruly line-jumpers. When the benefit of advanced education is limited to and targets rule-followers and memorizers, creators are left behind or ignored, and eventually the society loses its access to creativity, ingenuity and agility.

The phrase “Black lives matter” is also a statement that commonality/rule-following is not a virtuous ideal. We are **not** all the same and should not be treated as failures/disruptors just because we don’t conform to the ideal some bureaucracy has identified for **their** convenience of control.

All lives should matter. Those lives which are dedicated to solutions through creativity must not be sacrificed to the bureaucratic ideals of conformance and compliance. Creative, non-conforming abilities are the safety valve and engine that propels society forward.

The heart of the problem is that education now only feeds bureaucrats to bureaucracies. Concurrent with the rapid rise of the College Entrance Test regimen since 1946, genuine (RATLed) creativity has been expelled from our schools. The inevitable result is the lack of social and political agility that only creativity can provide.

The Rule of Rules (for bureaucratic convenience), rather than **only** the rule of law (to prevent harm) is driving our society toward failure.

There is another way to structure society, which I explain in later pages.

WHAT WE LEARN IN K-12

When families left the land and, more specifically, when women began working outside the home, education was left almost entirely to teachers. Teachers controlled the process during the critical time in our lives when our brain synapses were being pruned and our opinions hardened by removal of access to alternative ideas.

What were they teaching? Invariably, by both subtle and direct means, they were teaching what they knew and what they believed, their opinions and ideology. In this way, generation followed generation down the same path to an America that valued past-sameness, ensured by ideology, rather than the creation of alternatives.

This approach was codified when the goal of education became passing the College Entrance Exams.

We were taught choice as a complex matter of strategy and tactics (which we could not be expected to understand without secret knowledge), and history as conflict among leaders and their ideologies. Inevitably, we believed in leadership and focused our choosing skills on selecting the best leader of our shared ideology. We were personally important **only** for our democratically-provided vote.

What is **not** taught in American schools can be called mind-set. It is either the preference for control by leaders and rules, or a preference for freedom and creativity. Those who prefer control cannot visualize a society where control is not necessary, where personal gain does not come through competition with others; because their synapses have been pruned of their belief in their own (and other non-leaders’) creativity.

As scientists learn more about the brain, it will become clearer how mind-set develops and how it is maintained and strengthened by the education process. But we can already see the logic: if society cannot see that control and re-distributing a fixed-size pie is not the only mind-set, it cannot impart the alternative mind-set of ‘growing the pie’ with creativity. Society will not seek creativity as its primary goal. Its focus on control will gradually subdue creativity. **All** societies based on ideology have this result, not just those with a government-sponsored ideology like Fascism or Communism.

This zero-sum game is what we have been taught in K-12. Not exposing choice of mind-set has removed our ability to see and learn the alternative that begins in creativity.

Contrast this outcome with our beginnings in the Declaration of Independence and the Constitution and you will understand how far we have strayed from genuine Americanism.

The zero-sum game and ideology is the box our learned thought-process has led us to inhabit. We can only think outside this box if we recognize how we got here. Changing education and the mind-set of educators is the first priority.

WHAT SHOULD WE LEARN IN K-12

The best educational objective is to **NOT** prune a child’s synapses of their ability to know and choose their own outcome.

By forcing the child into the social construct we have built, the child’s confidence in themselves is destroyed for the 90% who do not excel at memorization and regurgitation on written tests.

Another means of confidence building is needed for that 90%. It begins with parents and the education profession restructuring education to be a search for that area where each student excels. There is an area of excellence for every student, we just need to discover it.

Computer programs can be written to provide the enabling role: filling the blanks, drawing diagrams, coloring, suggesting, illuminating new perspectives, adding instruments. All provided without judging.

Each student should try their hand at the skills of language, music, design, architecture, graphics, video, experiment design, all of the arts, etc. As they create within each discipline, they will discover their strengths, then the computer programs will build on that strength under **their** direction.

Those whose chosen destiny is working within a bureaucracy can continue to burnish their skills of memorization, leading to jobs as managers, diagnosticians and lawyers. The rest should move into classes by skill rather than age, eventually learning to cooperate, exchange ideas and build those creations that advance society.

The objective of education is not sameness, and the outcome is not “sink or swim”.

Education should be process guidance, not factual. (What facts or explanations that you learned in 4th grade have any value today?) Instead, students should learn how to use their brains and their computer, then find their own answers for discussion in a small group round-table with a teacher moderator.

We may think memorization is no longer the heart of the curriculum, but I see no evidence that it has been removed. The school books need to be constantly revised because the “facts” they contain are revised by new findings. The teacher should have access to such information (on-line), while the students should have to search for it and find alternatives, rather than read it as gospel in a school book. The point is to learn how to operate a critical mind, rather than an ideological mind.

Understanding the difference between mundane and miraculous creativity is essential. In the arts, the word to describe mundane is derivative. Fiction bookshelves are full of derivative stories about a single character in different situations. Art stores carry derivative paintings of a single scene in different perspective, light and season. The first in the series was miraculous, the others mundane.

When worry is removed from students by replacing failure in memorization with success in using **their own** skills to miraculously create, confidence is grown, expanded, stimulated.

This is the virtuous paradigm of eliminating worry and distrust in ourselves as top-of-mind in the prefrontal cortex, thus being able to hear the RATLs small voice expressing alternative concepts.

Self-confidence without exaggeration is the goal. It can only be reached for all when each child effectively chooses their own outcome and education provides the means to reach it.

THE PSYCHOLOGY OF CONTROLLING

When we were children, our parents wanted to limit our pain and their pain of parenting. Preventing us from sampling that pain traditionally required exercising control.

Parents limited our choices with rules and some of them blocked our attempts at self-control with some form of ideological belief. They thought they were helping, or, at least, limiting their own exposure to pain and feelings of inadequacy.

We grew up rebellious. Perhaps we thought we had been condemned or ignored, and rebelled against the lack of connection to distant parents who shouted or were silent instead of communicating love and encouragement.

Then, we became parents. How shocking to find ourselves in their place, wanting a different outcome for **our** children; but not yet even in control of ourselves, because we hadn’t been taught how to gain that control: how to RATL.

We were surrounded by the organizations and institutions our parents and prior generations had created; all demanding obedience to their rules that denied our right of self-control. We had not been shown the unmarked path to **productive** rebellion and self-realization.

Knowledge and skills that might have carried us over this long stretch of rough water were unavailable. Who could teach the means to unlock those skills when the teachers did not understand it themselves? Growing into adulthood comes too fast to learn the mechanics of self-knowledge without assistance.

So we followed our parents and conformed to the organizational and institutional structure that surrounds us. We accepted the box we were put into.

If some did rebel, it was just misdirected, frustrated anger; not in search of understanding.

Where can you begin to unravel this un-American knot of control?

That beginning is a more complete understanding of yourself: especially your RATL. Answering the questions about yourself that you have been unwilling to ask. Understanding your capabilities without overstating them. Finding the alternative mind-set.

There is someone inside you who is more than what you have been taught, more than the minion/follower that society has enticed you to be. Not some spot between ideological extremes, but above all those opinions about you where reality is visible and opinions can be ignored: where your RATL rules.

Why prefer what you have been told over what you sense could be understood (RATLed) from your own experience and your RATLed understanding of yourself?

That alternate (and correct) understanding of most things (except GOD/belief and proven SCIENCE) is just outside your boxed-in consciousness in your right anterior temporal lobe (RATL).

Find it, without making it or yourself into an ideology.

THE ANTI-SOCIAL IDEOLOGY OF SELF

Self should not be made into an ideology. Believing in yourself should not include ignoring your faults or your need for help. Most addicts and most of the incarcerated never learned this, or attached themselves to someone or some organization that was equally flawed with incompetent self-knowledge.

Nearly one-third of Americans believe in the ideology of self; believe that feeding “number one” first is the point of existence.

During the pandemic, some refused masks and vaccination as their right, choosing not to understand how their refusal affected society. Only concerned with fulfilling their selfish misunderstanding of their needs and wants.

The virus needs and uses this attitude in order to have the time to mutate in a host: to eventually produce the variant that may destroy the human species.

The essence of these anti-social selves is the need to “win”.

It is why political parties accept anyone who can win for their candidates; no psychological or creativity tests required, only money.

It is why hierarchies are controlled by the selfish, who advanced up the chain due to their ability to win.

Winning is often about accumulating the rewards of success without doing any of the hard work: theft, drugs, scams, trickery, gambling and perversion.

A society based on winning is actually losing because those who win care only about themselves and their vehicles of advancement.

The alternate to winning is creative understanding – of first yourself, then others. Most understanding is accomplished individually. When accomplished by a small group, it is NOT won by competition, but earned by cooperation.

This formula works for individuals and can work for any size organization.

America fails **because** of its emphasis on winning. You need only examine the results of our wars in Vietnam and Afghanistan to understand this truth. Or examine a big-city neighborhood.

No prescription of outside help without conversion of insiders to the goal of creative understanding will ever achieve the desired result of stable growth and speedy change. You can lead a horse to water but you cannot make him drink.

Creative understanding (without worry and distrust) can be the basis of our self-confidence. We need not be confident solely because of our memorization skills or the fact that we are sporty, pretty or popular. Everyone can reach creative understanding and that should be the basis of every child’s (and adult’s) confidence in themselves.

THE PSYCHOLOGY OF WINNING

We have been conditioned to respect winning and to want some of it for ourselves. However, we have not been taught the difference between playing a game and working at life. Games are not important except as **a** measurement of **a** **specific** skill. That skill is an attribute, not the real you.

In a game or in life, there should be no room for anger, blame or aggression. We may desire to win a game, but our life does not depend on it. When our **life** depends on it, our attention should not be distracted by anger, blame or aggression.

Our sense of ourselves is driven by what we were taught and have accepted as important. We measure ourselves against those ‘important’ things and **our** conclusion is the value we place on our selves.

Society identifies the ‘important’ things and provides measuring tools. We choose from society’s lists of importance and measurement and then both measure ourselves and reflect upon the measurements we believe others are making of us.

If we are self-centered, self-reliant and self-contained, others valuations of us have less value. This can drive us to ignore both the individuals around us and the society in which we live.

If we are social, we have not chosen our own measures of importance and depend on others to define us. We are easily led by those who have chosen **for us**.

The extremes of both attitudes along this range are character distortions. They are correctable.

Winning at life is not a game that measures a specific skill. Neither is it a measure of you that you did not choose. Nor is it such an extreme of self-love that those around us and society itself can be ignored in the pursuit of the goal.

Achieving this understanding is one of the major goals of maturity. Formal education that ignores this understanding is a failure. We can be taught to prefer some point near the center of these ranges and how to pursue it without anger, blame or aggression.

Success in instilling this understanding in all of us will point out, by its occasional failures, those persons with chemical imbalances who can be treated and restored to balance with chemicals.

The goal is that all of us bring balanced skills to our participation in the search for solutions to all problems at every level of existence.

Not achieving this understanding and balance probably means we will not be able to contact our RATL. Instead, we will be uncertain, feel weakness and anger, and place blame on our neighbors.

LOVE YOUR NEIGHBOR

Raising children is about preparing them for adulthood and when they reach adulthood, letting them go.

You let them go and they become neighbors, still loved and still worried over, but no longer children waiting on your decisions.

When Jesus condensed law into two principles, “Love God and love your neighbor as yourself” (Mat 22:36-40), the second principle had two elements. We were to recognize that loving our neighbor was expected and, also, that doing so by trying to control him with a huge library of Jewish (or American) laws and rules would be counterproductive. Read the passage carefully.

Just as we release our children from parental control, we must release our neighbor from society’s control in order to love him. Our neighbor’s ability and freedom to choose is essential to his existence as an adult participant in society. Without choice, our neighbor is a serf. Control is not love.

Rules and punishments maintain our neighbors’ serfdom to society’s control. Naturally, he will resist. Even speed limits will be resisted, not to mention gun laws and immigration laws.

The only way we can love our neighbor is if he is free to love us back, and free to love our mechanism of social organization as well.

Love is an obligation. We see that most clearly in our responsibility for our children. We are obligated to care for them. That obligation extends readily to ALL children. We have an obligation to protect ALL children from even the smallest experiences of childhood deprivation and fear.

When they become an adult, our loving obligation is to ONLY limit them with the most essential of rules and laws. Jesus condensed all law into two principles. We should be able to condense loving our neighbor into a few principles:

Do no harm – physical, mental or financial

Reimburse damages to the damaged

Be tolerant of difference – physical, mental (ideas and beliefs) or financial

Interact with care, a smile and empathy

Help whenever possible, especially with access to insight and elimination of worry

Be obligated by love, not for control

Trust and quietly verify.

The only path to a truly Democratic society is through loving and trusting your neighbor, (e. g. through empathy, not control). This is the essence of creative understanding.

THE IDEA MAP

A powerful historical fiction, like *Imperium* by Robert Harris, takes the dry facts of the life of Cicero and puts you beside him as he maneuvers through the society of the Roman Republic, ending as its leader, a Consul. You see inside Cicero’s brain: his creativity, his fears, his anticipation. After reading it, you understand the dry facts and the relationships that give those facts meaning.

There are similar facts available to us about *homo sapiens,* his mental capacities, rational and creative brain, his relationships, his social needs, his fears, his willingness to follow, his preference for structure, his ability to speak and to think, his personality.

Then there are other facts about American society, institutions, traditions, lifestyle, failings, structural weaknesses. And still more facts about American history and the points of view that developed from that history. And still more – about everything which is NOT proven Science and NOT believed God.

All of those facts are explained to us by Academics using logic and their prefrontal cortex – dry facts drawn from the past. The library is full of such non-fiction, neatly sorted by subject and numbered. Supported with ideological arguments and source notations.

This short study is an idea map. Using the insights from right anterior temporal lobe (RATL) creativity, I have thrown a net over all those dry facts in order to expose the hidden relationships that give them meaning.

This net is visible to your right anterior temporal lobe (RATL) and imagination, but invisible to your ideological prefrontal cortex. Or you may think of it as a crocheted item that looks like a work of art from one side and a mess of hanging threads and incomplete stitching from the other. Or the famous drawing that is a beautiful woman or an old crone. depending on how your mind sees/interprets it.

I explain how to awaken your right anterior temporal lobe (RATL) in order to see these relationships, then walk you through some logical and non-logical (but creative) conclusions/insights that flow from that understanding.

I wish I could summarize it for you in some formula: e=mc2. That would make it easier for you to remember, but not to understand. The only way to truly and fully understand what is presented here is to reach inside your right anterior temporal lobe (RATL) with the technique which was explained in the earlier pages, and is further illustrated throughout.

THE REFORMATION OF A NATION

Pre-Reformation Christianity was driven by fear. The poor (98% of the population) went to a church where the services were in incomprehensible (to them) Latin, where obedience to rules and ritual were emphasized and where the experience was directed entirely by a class of mediator/priests. You didn’t learn anything in church, you were controlled by your need to attend and to confess sin. Religion worried you into confession. When the rich were able to buy indulgences and divorce/annulment, the corruption was exposed and challenged.

The point of the Reformation was to change personal religious experience. The goal was the ability to know a loving God rather than only fear His justice. And it eliminated the preferences church bureaucracy gave the rich and powerful.

American government is at a similar point as the Pre-Reformation church. Its language is legaleze, there are rules and rituals to be observed and lawyers or bureaucrats control its operation. We don’t learn anything from government, only our obligations to it and the names of our crimes against its rules. It is unjust and corrupt. It worries us with its conflicts.

There are two ways to organize a society: with rules and punishments or, with freedom and creativity.

The Pre-Reformation church and our current American government govern societies of fear and distrust with rules.

In the pages that follow, I explain the creative skill we all have which will give us the ability to reform American government, structuring it to operate for a genuinely free and creative society.

Today, thanks to the Reformation, our religious life is free. We can find a church that matches our beliefs, or find loving God outside church.

Only creativity is capable of giving us a social/political/economic life that is free of the worries, rules, distrust and punishments from myriad controllers: Home Owner Associations, Planning Commissions, Water Boards, Environmental Protection Agencies, Health Management Organizations, Local Governments, County Governments, State Governments and the Federal Government.

All of those rule-makers try to control us with fear and distrust of our neighbors.

Creativity will give us a neighborhood where we don’t have to fear our neighbors any more than we now fear God. Only in a truly free society is it possible to love God and all of our neighbors.

That is accomplished by creatively **eliminating** the benefits of anti-social behavior.

Only “We the People” can dream, RATL and implement this different future, by being creatively involved. By sharing our insights.

THE SOCIETIES OF WINNING OR OF COOPERATION

Untrained and uncorrected personalities are focused on victory over an opponent who represents opposition to their goals. By contrast, others find that their ‘natural’ internal goals will lead to finding co-enthusiasts, with whom victory becomes achievement both within themselves and as a team.

This second definition of winning is not traditional winning, because it comes from cooperation which is earned. The focus is internal, not external.

Transitioning from that focus on your internal goals to goals that can be shared begins in trust. Humans do not willingly and effectively cooperate with those they do not trust.

Settling on a goal which is achievable, using one of your ‘natural’ strengths; then using the internet and personal interactions to link with those who share this goal provides the population from which trustable partners can be selected.

Entering into a relationship with the selected partner is a big step and should not be taken lightly, but sealing yourself off from those relationships denies you the ability to expand your ‘natural’ strength and identify the ‘external’ goal which can be achieved jointly.

The chosen partner is never a formal group. No formal group is trustable. All formal groups have their own goals and expect you, as a member and customer, to pursue those goals on their behalf. Your own goals are insignificant and irrelevant. All formal groups operate from the traditional definition of winning and see you as an opponent or untrustworthy neutral if you do not join them and accept their operating parameters.

The structure of a society of organizations is hierarchy and the means of control is bureaucracy. It is impossible for organizations to create a society that does not have these elements at its core.

This is the “winning” society and organizations cannot conceive of another means of social operation.

Individuals can produce cooperative societies. They build on the trust between two people and search for more individuals with whom to share joint achievement. We used to see more of it, in family and small businesses and in co-ops. Today we may see it only in small, local business and volunteer organizations not led by organization designees.

The march toward economies of scale has removed many of the examples of this small success. That does not mean that they failed. They were squeezed by the cash and time constraints of modern life. Quality lost its panache. (Bread is a good example. The days of fresh, tasty, daily (unpreserved) bread are nearly gone.)

We cannot bring back those days, so we need to find new ways to deliver that experience. Somewhere, in someone’s RATL, is the solution.

We have been suckered into the organizational society of winning. Along the way we are losing individuality and privacy.

THE TECHNOLOGICAL FUTURE

The future contains huge challenges to the concepts of individuality and privacy.

Face recognition will track our physical movements while our digital history is recording our internet movements. Advertisers will begin to offer free televisions, computers and smart phones as their means of recording our facial, posture and all other clues to what we are thinking as we watch their offerings. Variety will rapidly disappear and be replaced by additional mass-produced items as those insights drive targeted innovation.

Inevitably, this technology will lead to personal assistants (PDA) carried in backpacks and plugged into our ears (and eventually our minds), telling us those same clues being registered by those around us, as well as the benefits and drawbacks of all the choices we face each day. Those choices will increasingly be made by the PDA.

Similar interests expressed as physical reactions will quickly identify new friends. Willing sex partners will be found with ease, eliminating the need for dating, marriage and, possibly, the burden of children.

At the same time, the ability to design uniqueness, for a price, will expand as wealthy homeowners drive home design on-line, order vehicles with unique combinations of features, select entertainment shows and channels from culled-but-desirable choices and manage their health and appearance with on-line and surgical assistance.

COVID-19 variants will be followed by the next contagious disease, until life outside the home/office is so risky that only the poor are forced outside. They will man the jobs that require physical presence and cannot be performed by robots. Other, well-paid jobs will be performed by teams collaborating on-line. Many will prosper on passive investment returns. Three clear social levels will develop.

Travel and entertainment will cease to involve physical presence. Home entertainment screens will cover entire walls in 3D; providing the backdrop for surfing, skiing, ATVing, snorkeling, sightseeing, rafting, tobogganing, roller-coastering machines augmenting the video experience (*Logan’s Run*) with movement, noise and spine-tingling thrills/accidents.

Medicine will involve not just preserving your health but augmenting it with infusions that draw off fatty deposits, arthritis, alzheimer’s and other negative enzymes and age-related degenerators. Your ability to live longer will depend on the position of your name on a list of those being considered for advanced treatments.

Individuality and preference for privacy will become the key elements defining only those who opt-out. Much like the Amish of today, they will live a life of separation, religiosity, self-reliance and independence outside the social circles of modernity. In effect, a fourth social level.

Government will need to find a means of maintaining social separation with fair and just assistance to/taxation of all four groups if it operates with authoritarian principles or, maintenance of the paths of movement/opportunity between groups, if libertarian.

THE FOURTH INDUSTRIAL REVOLUTION

“(I)n the future, technological innovation will also lead to a supply-side miracle, with long-term gains in efficiency and productivity….As automation substitutes for labor across the entire economy, the net displacement of workers by machines might exacerbate the gap between returns to capital and returns to labor….(however,) talent, more than capital, will represent the critical factor of production.”[[20]](#footnote-21)

Talent. as used by World Economic Forum Executive Chairman Klaus Schwab, means the ability to react to opportunity with novel ideas. It assumes not just a continuation of innovation, but a tsunami that swamps the world with waves of new technology priced to be enjoyed at every economic strata.

This outcome would be a significant change from what has been experienced to date. Organizations have always been formed to profit from advantage and have fought to retain that advantage. In every so-called revolution, believers in an ideology created organizations that squeezed profit and advantage from enforced stability and overwhelming bureaucracy. I do not need to point out the recent examples, you know all of them.

In order for society to welcome an era of continual change, organizations and the ideologies they support and represent must lose most of their power. Talent must be heard, rather than being confined by tradition and organization. The fourth industrial revolution cannot succeed in a goal of bringing change without first developing RATLing. RATLing cannot prevail without changes in education. Education cannot be re-directed without removing its apparent goal of memorization and the mind-set of winning.

This analysis is why this study was written.

Preparing for the world that can and should result from the fourth industrial revolution requires entirely new social and political structures that are in **constant** movement in response to economic opportunity.

Trying to manage change with the governmental apparatus and methods currently accepted in even the most advanced Democracies is not possible. New methods are needed which will target goals for change without confining it, encourage innovation without directing it and run in front of Pamplona bulls without stumbling.

THE NEW, TECHNOLOGICAL HUMAN

What must we become in order to live with technology that can be used to eliminate privacy and individuality? Will we be forced to surrender to its control or fight, as so many recent novels have presumed? Is there another path that we can walk, beginning now? Or have we already lost the will to protect privacy and individuality by becoming part of the organizations’ all-encompassing machine?

Children are forced to admit their inadequacies early. Not being directed to an area where their unique abilities will shine develops their character negatively and drives them to organizations where group-based accomplishment can substitute for individual accomplishment.

To undo this outcome, every child needs to achieve and that achievement must be shared, but not in formal groups where a group outcome substitutes for individual outcomes. Willing sharing with like-minded achievers is what the internet offers. It should not be used for group-think and belittling of those who are different and think differently, are from different races, joined different groups.

A future protocol could prevent internet postings that reflect anger, discrimination and trash-talk, leaving us with open discussion of alternatives. Merely sterilizing those postings will not prevent hidden meanings a language protocol doesn’t yet recognize. We penalize unsportsmanlike conduct in our games, how much more important is it to penalize (by removal) ‘unsportsmanlike’ conduct in postings?

As we do this we will also see that advertising and news reporting must be held to that same standard, plus an additional requirement of verifiable honesty. The words of organizations must not be self-serving lies. We can accept low-volume individual lies; we should not accept high-volume organizational lies.

It is the sheer number of lies and unsubstantiated opinions, most of which are sponsored by organizations, that make us susceptible to invasion of privacy and the loss of individuality. The significant number and the volume at which spoken, poisons the entire atmosphere with disrespect for truth. We then cannot speak the truth for fear of categorization and condemnation by the individual followers of ideology. Most of society performs like a well-trained animal whose training was completed by organizations, all of which have the same basic intent of outcome: believe my lies!

As we change direction, we must avoid the outcomes of Fascism and Communism: a central power that controls and removes opposition in its pursuit of conformity, Our objective is neither conformity nor the removal of opposition. Our objective is fair evaluation of alternatives, all of which can be heard.

That outcome must be the basis of education and cannot be reached with memorization of precedent nor by completely free expression of both lies and anger.

This was the intent of the American founders. They would be aghast at what we experience today.

WHAT IS AMERICAN PHILOSOPHY

How you relate to and think about yourself, your family, the various communities you belong to, your town, your county, your state, your nation, your planet, your universe: that is your philosophy.

That philosophy is downloaded from the people we listen to and read, because that is the easiest, most convenient and comfortable way to build a philosophy. Easy because it doesn’t require original and creative thought, convenient because it comes prepackaged and comfortable because we share it with others who listen to and read the same influencers. Especially in the social media era.

Another word for a downloaded philosophy is ideology. It can be stated as stand-alone principles like the pilings under a building. But the building you construct above the pilings can be a ramshackle mess, whether or not the pilings are solid and, over time, pilings rot or cease to hold in shifting sand.

The measure of a philosophy is whether or not it explains current reality and that what it prescribes actually works: are the outcomes truly corrective? On both of those counts, the philosophy of both Democrats and Republicans fails miserably.

But it isn’t solely their fault, except to the extent that they are in charge of a failed set of institutions and they appear to be the only ones who might be able to correct it by re-designing those institutions.

The problems of American society are complex. In fact, that word is inadequate. Better words might be labyrinthine and convoluted. Because inadequate management techniques have been piled onto every problem like layers of thin dirt over a sewer.

The only way to solve a problem is to understand it thoroughly and address root causes. Face-lifts don’t fix personality issues.

We’ve done this before. In the run-up to the Civil War, numerous compromises were passed as political solutions, allowing the problem to fester for 50 more years until the only visible solution (according to the politicians) was war.

Rather than do that again, we need to fix the underlying problems with something other than a political solution.

We all know what a political solution is. It is anything that can get 218 votes in the House, 51 votes in the Senate and 1 signature in the White House. More thin layers of dirt.

The second fix needed is repair of the institutions that give us political solutions rather than real solutions.

SELF- OR COMMUNAL-RELIANCE

From the moment humans set out to cross the ice bridge from Asia to America, becoming the first Americans, we have been self-reliant. It became our pride. Wave after wave of new arrivals came here in order to **enjoy the opportunity of self-reliance**.

In other lands, peoples created tribes, communities and States; homogeneous groupings of mostly related (if you went back enough generations) humans. The same DNA, the same sense of who they were. They developed a communal reliance when they were successful and inclusive.

When they were not successful, the leaders of those tribes and Nation States looked at their neighboring States and unrelated residents with envy, fear and greed. Communal reliance was turned into an ideology that takes whatever it wants or needs from its neighbors.

The wars that resulted (WWI and WWII) could not be won by communal States who became victims of the aggressors. If America did not help, all of Asia and Europe would now probably still be in the control of the aggressors. The World depended on American self-reliance to defend them.

In the years since 1918 and especially since 1945, a new spirit has risen in America. Some of it has been carried by recent immigrants, some by the advances in equality won by those who had previously been excluded, some by the conscience of religion, some by the change in the style of opportunity available to us – not as farmer/entrepreneur but as corporate employee, some simply because we have been thrown together as never before in mega-cities.

This new spirit is State-reliance, or reliance by law and rule. Unable to rely on ourselves or a community in mega-cities, we opted to rely on the function of government to create a sense of common purpose among disparate members. That as-yet-imperfect union-of-the-insecure had needs that were not filled by neighbors, but might be filled by law and the action of government.

Especially in the cities, we became dependent on government rather than on a community or ourselves. The corporation, as provider of jobs, became the center of our fractured, un-centered community. Then they failed when other Nations with cheaper labor took away manufacturing jobs, then data jobs.

The government gave us political (negotiated) rules rather than workable solutions; rules that addressed the needs of cities from the perspective of law, punishing those who did not comply.

We are now fragmented, facing new worries, afraid, distrustful, no longer prepared for self-reliance or the creative jobs that remain and dependent on a government that can’t seem to work together for our benefit.

Neither we nor the government seem to understand our predicament in full or the path to solving it.

Only creativity/RATLing is capable of envisioning that solution.

UNDERSTANDING

Education is learning who, what, why, when, where and how. The objective is being able to transit through life as a functional human being.

When we are created as the fusion of sperm and egg, we require development toward a complete human, both physically and mentally. Most of us are complete physically at nine months. Some are incomplete. We call that a birth defect. But physical development requires another fourteen to eighteen years of growth and exercise.

Mentally, we are also both complete and incomplete at nine months. But you cannot always see the incompleteness of mental faculties at birth. It shows itself over the following ninety years and should be recognized as a birth defect, as well. The mental equivalent of physical exercise is independent thought leading to understanding of novel ideas.

Just as those with birth defects will not reach peak physical performance, those with mental defects (recognized or unrecognized) will not reach understanding. They can be functional humans, but not effective humans.

The truly amazing thing about humans is their ability to overcome their physical defects and discard their mental defects. Discarding mental defects begins with developing the capacity to think independently.

Independent thoughts do not arise from memorized education any more than playing video games leads to solving questions of theoretical physics. Mental exercise does not include test preparation. Understanding cannot be learned/memorized. Critical thought is the result of exploration.

Only creative analysis/evaluation of reality (RATLing) will lead to understanding.

Breaking through the misdirection of our education requires the realization that the goal of human existence is **not** being a functional puzzle-piece in a social organism, but being individually effective.

Being effective requires recognizing that your own thoughts (RATLs) are uniquely capable of explaining reality. It requires recognizing that conventional wisdom or any ideology is the product of incomplete mental development, relying on it is a form of mental defect. It is an unnecessary crutch and reliance on it **prevents** your mental development.

Both brains and legs need exercise.

Thinking down a different track than conventional wisdom or ideology requires completing your mental development (activating your RATL). Only creativity leads to understanding.

WHY CREATIVITY?

Over the centuries, the advancement of the human condition has been driven by creativity. Humans would not have the civilization they now have without the creativity of individuals.

That creativity sprang from minds that were not constrained by conventional wisdom. The phrase popular in the twentieth century was “thinking outside the box”.

That thinking got us 250 years of inventive advances culminating in the internet, new freedoms and digital/visual presentation of analysis.

As usual, the government is the last to adapt to the significant change and opportunity presented by these 21st century advances. Its self-absorbed minions prefer to compete for advantage by limiting access to these private-sector advances and spinning reality with false narratives. They have no interest in real solutions to real problems.

Democracy is not just about how government is selected and the checks and balances so frequently cited by its minions. It is also about how the government operates – with closed minds following out-of-date rules and traditions, or with open minds supporting creativity: not looking behind, but forward.

That is the real challenge to the concept of Democratic leadership in any century.

Unfortunately, the US is failing that challenge miserably. And the 21st will not be the American Century.

WHAT IS DEMOCRACY

Democracy, freedom and creativity are linked. When humans are ruled by a dictator or ideology, they have no freedom and are not creative. It is no accident that the United States, the center of democratic thought and practice, became the center of creativity in the 19th Century and early 20th.

It is as if the human brain is frozen with worry/distrust when not free and gradually thaws as freedom is experienced. (The prefrontal cortex is stilled and the wisdom of the RATL released.) Gradually, we no longer worry about a government that fails to manage the country’s economic engine, provokes misunderstandings with other countries or passes and enforces laws that discriminate. Our minds are freed of prefrontal cortex obsessions and encouraged to problem-solve through creativity in all areas.

Of course, the reverse is also true. As the government fails, our sense of the environment as safe and secure dissipates and our brain begins to be preoccupied and frozen with worry, distrust and distraction: creativity falters.

Success in democratic governance is essential for the creative progress of the people governed.

Our warrior founder, George Washington, understood this. He warned against political parties, which are the “engines of division”[[21]](#footnote-22) rather than unity, and against the men who used them for personal gain.

What is Democracy? It is the means by which our will becomes law, is enforced fairly and creates an atmosphere of safety, security, opportunity and progress. Without opportunity and progress (provided by creativity), society is trapped in the past.

Unfortunately, we no longer experience the environment and atmosphere that Democracy promised. Creativity still exists but is confined to art and entertainment. Creativity in government is non-existent. Our freedom is threatened by that lack of creativity. Instead, our (style-of-governance-reactive) brains are frozen by the incessant competition among distrustful ideologies.

Their obvious incompetence increases our worries.

Their focus on winning subverts creativity.

WHY DEMOCRACY FAILS

Understanding the mechanism which has caused Democracy to fail requires understanding ourselves. We began as hunter-gatherers and then learned to plant the seeds of our vegetable food supply. Women did most of the gathering and planting, guarded by their dogs. Men did the hunting.

This division of responsibility created a social woman whose forte was speech. Men hunted in silence and solitude. As plantation culture advanced, humans stopped wandering, congregated in greater numbers and certain men, possessed of the power (learned from women) of speaking to crowds began to assert control over small groups. When they fought each other for control over larger groups, they invented an ideology to justify that war, with themselves at the center.

In some cases, they called themselves God and created a leader-based religion at the core of the ideology that maintained their power.

Democracy arose as a challenge to all ideologies and cemented the separation of religion from politics. Unfortunately, the mechanics of Representative Democracy (corrupted by party) raise speakers, rather than the consensus of all members, to the positions of power in its society and politics.

Everyone has an agenda. For most, it is an agenda that promotes their interests and their position in society. When they are able to speak convincingly of the “Greater Good” or the “Mechanics of the Market”, they win our attention and our votes, then do whatever their ideology suggests and the mechanics of Representative government and party leadership allow.

Democracy fails (and our worries increase) because it still makes rules which are sourced in the past and ideologies, and we are encouraged to believe in some cluster of ideologies as the answer to how our society should be organized. We are told to believe that there are only two political answers, both rooted in an ideology.

Creative thinking (RATLing) is not just discouraged, it is isolated, ignored, condemned and persecuted.

QUESTIONNAIRE

Are the elected officials and institutions of America capable of solving America’s problems? Over the last 100 years have they solved the problems of Race Relations, Crime, Poverty, Health Costs and Access, Guns, Immigration, Jobs, Education, Privacy, etc.?

A. NO B. YES

Are you able to communicate TO your representative, suggesting ways to solve these problems? Do they listen? Do they act on your suggestions? Do they actually respond, not merely send a form letter?

A. NO B. YES

Does your REPRESENTATIVE represent your views to the Congress? Does he employ (on his staff or in citizen commissions) creative people who can analyze the problems of America and solve them? Is your representative creative, not ideological?

A. NO B. YES

Does your REPRESENTATIVE lead the process of representation? Does he stand at the front of the hall during a town hall, rather than sit beside you as an equal? Is the town hall only a means for the Representative to communicate his views, not to listen to your views? Does he spin his answers to make himself look good?

A. YES B. NO

Does your REPRESENTATIVE present creative ideas to Congressional committees and in Congressional Sessions? Do you remember a creative idea that came from your Representative? Has your representative ever voted against the ideological majority of his Party?

A. NO B. YES

Is your REPRESENTATIVE a thinker/RATLer? Does he have a vision of what America could be? Is he working to make YOUR vision of America a reality?

A. NO B. YES

Did you know that the Public approval rate for Congress is 15%? That the disapproval rate is 82%? Did you know that only 14% of Americans have a ‘great deal” of confidence in the media? In other words, 86% of the time we think they are probably lying or stretching the truth.

A. YES B. NO

A NEW VISION OF DEMOCRACY

What can be done to modernize Democracy?

Ideas need to arise from RATLers rather than from speakers and their ideologies.

Happily, economic forces and economic creativity have invented the mechanisms by which individuals can express themselves and be heard. Although speakers will continue to hold the attention of the news media, an on-line exchange of ideas among RATLers is now independently possible.

That RATLing can begin with a reformulation of the concept of Democracy, returning to its roots in Greek Direct Democracy without Greek rules excluding certain classes of persons. It should be called the Thoughtful society as opposed to the Managed society of rules and punishments that un-Representative Democracy has created.

Along the way and because of its power to promote ideology, the news media itself will have to be freed of its obedience to its owners and managers. How that is done will be an early challenge for Thoughtful society.

The guiding principles of a Thoughtful society will probably be distilled into the following:

1. All problems have a solution. Only creative thinking (RATLing) can identify them.

2. Facts are truth. Opinions are false. Separating them completely is the only way to solve problems.

3. Creativity exists in all members of society. They merely need to be trained how to exercise their minds (RATL) and then be encouraged to do so by eliminating the source of worry (lack of personal control).

4. An effective idea is a living thing. It must be flexible enough to respond to changing conditions and to the creation of new technology and new thoughts. Precedents and fear, driven by historical failures, should never be allowed to limit discussion of a new idea.

5. Inevitably, an effective idea is produced by melding many concepts from many thinkers (RATLers) into a single solution.

IDEOLOGY

The United States of America is a Republic. It is unique in that it is governed by the people through its representatives elected by popular vote in conditions controlled by the local community. Another uniqueness is Federalism, which allocates to the central government limited powers as stipulated in a Constitution which can only be modified by the action of representative persons and local governments. Additionally, the Executive can only enforce laws which are passed by the Representative Legislature, and the Courts are empowered with maintaining the balance of powers among all the parties.

Unfortunately, the protections ensured by this cumbersome structure make the government a slow-moving, backward-looking anachronism. It can take years to respond to new ideas, new technology and new problems. This has led to an accumulation of unsolved problems and confusion among the legislators.

In their confusion, they increasingly rely on ideologies as the source of management techniques, rather than their own and the people’s ability to solve problems. Masking tape is applied to problems and the confusion multiplies. The measure of their failure is the approval rating given by the people to their own representative assemblies.

There is another solution and it begins with increasing the involvement of the people, who likely know the problem solutions their representatives cannot find due to their deference to ideologies. The people are not political, they only want a solution that works. A workable solution to the lack of social/political creativity would provide a mechanism for the people to voice their problem solutions in a forum where discussion is encouraged.

In other words, an on-line interactive suggestion box. Just as your post office sorts mail by the box number provided, this suggestion box will have to be sort-able to a specific recipient address provided by the suggester. Each suggestion would have to be addressed to the responsible government element and available for comment by other suggesters and the responsible element.

Secondly, a different set of skills must be cultivated in all of us. Rather than rule-followers, we must become fact-evaluators, rule-evaluators and idea-generators. Creativity must be honored above loyalty to precedent and ideologies.

Thirdly, the protectors and leaders of ideologies and opinion, who use it to limit access to creativity, should be isolated by public rejection. The news media, whose ideology is blatantly obvious, should be prevented from voicing their ideology, or offset by a free and open forum of alternative ideas.

POLITICAL PARTIES

More than 120 of the world’s countries claim to be Republics. While a Republic fulfills the aspirations of the people on paper, many variations fail to achieve “Justice for all”.

There are seven actual and ‘de facto’ one-party states where UN-equal treatment is guaranteed by the basic law. Another group of countries have a dominant party that wins all elections and controls the politics of the country or sub-division of a country. A few countries and sub-divisions are controlled by two parties with near even support. The rest are multi-party. Two small countries and several small territories are governed without parties. Nebraska is the only political entity with a substantial population (2 million), which is a republic and has no legislative party; though its executive and Federal Representatives are nearly always identified as Republican.

A political party is a means for uniting believers in an ideology behind candidates and platforms with which they agree in order to “win”. In the United States, this has resulted in a deep partisan divide, stagnant ideas, policy reversals and the devolution of elections into verbal warfare.

The most readily-apparent source of ideology is an opinion about criminality. The Democrat ideology believes in rehabilitation, consequently views prison and punishment, in general, as contributing to increased and continued criminality. The Republican ideology believes in deterrence, consequently believes in prisons and re-education as the means to reduce the appeal of criminality. One views criminality as learned behavior and the other as the product of society’s pressures.

Crime, thus, is either a social illness or a personal choice. If social, society’s obligations to mitigate the illness are the same for crime as for cancer. If personal, society has minimal obligations beyond education and designing rules and punishments that create and perpetuate ‘Justice for all’.

Rules that target certain segments of society are now despised by nearly all citizens, yet even fair laws can be enforced differently against certain segments. Most rules appear targeted if analyzed solely by outcome, since Blacks and Hispanics are more likely to be jailed than Whites.

On the basis of that disparity, Black and Hispanic male youths believe that they are targets of certain rules and behave accordingly. It becomes a self-fulfilling prophesy; more disobedience of the targeted law results in more arrests, more convictions and more imprisonment. *Ipso facto*: targeting has increased.

But disagreements about the causes of criminality are actually philosophical disagreements about the effects of all aspects of poverty on childhood personality development. To which a Democrat would respond that poverty should be eliminated and a Republican would respond that the opportunity to succeed should be broadened.

Neither ideology would suggest a non-ideological response.

SOLUTIONS NOT BASED IN IDEOLOGY

Non-ideological responses to the problem of property crime begin with removing the ability to profit from those crimes. If criminality is not an alternative to work, choices are limited to choosing what kind of work a young person wants to do. In other words, the mature choice all parents hope their children consider as teenagers.

Removing the profit from crime is actually very simple: remove anonymous money. If currency does not exist, anonymity is eliminated. All transactions (except in coin) become electronic and visible. The criminal cannot sell stolen goods, illegal drugs, weapons or identities and **remain unknown** if he is paid in a visible (and tracked) electronic transfer. The criminal cannot rob someone or some place of business because there is nothing there to steal, unless it is to use the stolen item personally.

Second, it is now possible to mark everything of value with a permanent owner’s identification and to record all sales of new and used goods in the cloud. It should, therefore, be possible to eliminate the traffic in stolen and unregistered goods.

Third, the principle objection to poverty programs is their susceptibility to fraud. If payments are electronic and sellers are registered vendors selling only qualified goods as verified by electronic point-of-sale devices, fraud is eliminated. Being certain that program funds are being used for the purpose intended by the eligible person eliminates 50% of the objection to helpful programs.

Fourth, reducing the consumption of illegal drugs, nicotine and alcohol will improve the health of all, including especially the poor, and allow health maintenance programs to be offered to the poor with less-expensive government subsidy.

Fifth, the appeal of gang membership is eliminated when work becomes the mark of success and gang members are seen as losers in the race for recognition and respect.

None of the rules involved in implementing these steps targets any class of citizens, except criminals, nor do they require punishment in order to compel compliance.

The main element is removal of crime as a means to “winning”.

OVERCOMING IDEOLOGY

Ideology prevents creative thought. Instead, ideologues reassure each other that their thinking is correct and that there is no point in reassessing the outcomes of that thinking. In fact, deep-rooted ideology prevents listening to anything other than reassurance. Ideologues find friends and media that share their opinions and refuse to consider any other opinion or fact.

A study was made by NBC news before the 2004 US elections. It showed lessened cognitive brain activity among ideologues who strongly preferred one candidate or the other. “The test subjects on both sides of the political aisle reached totally biased conclusions by ignoring information that could not rationally be discounted.”[[22]](#footnote-23)

Throughout history, ideologies have required massive collapse in order to be exposed as failures. Think Nazism, Communism, Shintoism, Agrarian Socialism, and any number of religious sects and cults.

In 2020, the two political ideologies ascendant in the United States presented us with a presidential choice between a person suffering from narcissistic personality disorder and one whose relatives profit by trading on his past positions.

Obviously, we need a new political approach to bring reason back to decision-making in every aspect of our society, but especially in governance.

Seven-steps for an effective problem-solving process.

1. Identify the issues. Be clear about what the problem is. ...

2. Understand everyone's interests. ...

3. List the (im)possible solutions (options) ...

4. Evaluate the options. ...

5. Select an option or options. ...

6. Document the agreement(s). ...

7. Agree on contingencies, monitoring, and evaluation.

An ideologue is unable to perform step 1. Their ideology knows what the issue is and what the solution to that issue is without any need for discussion or evaluation. They do not need to listen to ideas with which they disagree or which they do not understand.

Only RATLers are able to list **ALL** of the alternatives needed for step 3.

FEAR AND IDEOLOGY

Humans fear the unknown. The greatest unknown is what happens after death. Religions explain that for us. Believers call it belief. Unbelievers call it myth.

But religions do not explain human behavior or the workings of all things on our planet Earth. Those things can threaten us and are largely unknown, at least temporarily. Our response is fear and distrust.

So we create myths to explain each event, creating a pillar of accepted explanations. This pillar provides a stable reference in our lives, and answers questions raised by new unknowns quickly.

If relatively consistent, it is an ideology.

For each of us, some combination of mythical pillars of belief fed to us by different leaders and organizations constitutes our **personal** ideology. Democrat or Republican political ideology may be a part of that structure, but it is more varied and individual than can be contained by those names.

The point of those ideological pillars is to save us from the uncertainty each new unknown causes us to feel; the inadequacy and the weakness of not being in control.

We look to leaders for control in those situations that are imposed on us by society, by our neighbors, by our perceived enemies. Throughout human history, apparently, we have followed leaders. Leadership is at the core of our ideological pillar.

When a leader goes off the rails, we are confused. Does he know something we do not? Is he rational? Are we threatened by an unknown, or only by his leadership?

Throughout history, leaders have been angrily removed in order to change the social trajectory resulting from their leadership when no other alternative was readily available.

But, there is another solution. Rather than being led by a single person or even a community of sage persons, the technology now exists which would facilitate self-leadership for an entire nation.

When we do so, we must also eliminate the myths and ideologies that surround leadership at the core of our ideological pillar. We must find new, non-ideological truths, beginning with a means of taming our fear of the unknown that does not require leadership.

THINKING

“I think therefore I am” is the mantric expression of individuality. When replaced by “I heard and accepted” it is the mantra of non-thinkers. Society based in ideological follower-ship requires non-thinkers to accept the conventional wisdom.

This does not mean that everything we hear is wrong. It means that we must discern the difference between what is real and what is postulated as truth (using faulty logic). There are both facts and untruths (opinions) in every statement or proposition someone else wants us to believe.

Separating them obviously begins with identifying facts. What do we know and how is it different from what we have been told to believe? What steps led from fact to faulty conclusion? Which of those steps are illogical or assumption?

At one point, man believed the earth was not round in spite of the moon obviously being round and the impossibility of containing the oceans in any other form (with the concept of gravity).

Before Einstein, energy and mass (physical reality expressed as weight) were not related.

Similarly, ideology begins with a faulty “truth” then builds an edifice around it. The faulty “truth” behind all ideology is that we are not privy to the “secret knowledge” which guides those who lead us. Over time, that fount of secret knowledge was modified from a person to a group to a document and then back to a group who interpreted the document and facts.

The faulty truth is that society needs leaders who will choose for us. The lie is that they are smart and we are best employed as followers.

So many lies about so many things now circulate as truth that finding truth amidst all the noise is nearly impossible. Added to the noise is the concept of political correctness or PC. PC demands that truth not be sought nor expressed about certain things when that truth could be offensive to a segment of society.

The purpose of PC is to silence truth-seekers and analysts. The mantra of all such group-ism is “I believe therefore I am.” Our RATL gives us the power to object and proclaim our own truth.

Beyond all forms of thinking is RATLing. Thinking only concerns possibility and is hindered by faulty truths. Instead, RATLers think about impossibility and finding a way to make it possible.

You didn’t know how to drive until someone showed you “**how**”. How to read, how to write, how to spell, how to ride a bicycle, how to snowboard, how to read a map.

In earlier pages I have shown you **how** to create/RATL. Use it to find your truth.

On the following pages I provide my RATLed explanations for where we are as a society and WHY.

HYPOTHESES – CAUSES AND OUTCOMES

INSIGHTFUL PAINTINGS

Each of these chapters is less than a full page long. Each is a painting of an idea: in words on paper. Just as a painter creates a painting from paint on a single canvas.

Each painting is meant to be enjoyed and understood by itself, while the entire study explains a world with and without creativity.

Words mean something, just as brush strokes mean something, but the important meanings are in paragraphs, just as the depiction of a tree or person or sky convey the important meanings of a painting.

Read these pages by paragraph, checking those paragraphs with which you agree and penciling a question mark if you do not agree or do not understand. Read to the end, then come back to the question marks.

Each page is meant to awaken **your** power and **your** creativity.

You are significant. You are the point of the painting. Only when you understand the painting has the message been conveyed.

When a problem-solution is suggested here, it is meant to awaken your mind, not demand your support.

Your creative, fact-based idea is the key to an effective solution for every problem. **Every** problem has a creative solution.

“The extinction of species and of whole groups of species, which has played so conspicuous a part in the history of the organic world, almost inevitably follows on the principle of natural selection; for old forms will be supplanted by new and improved forms.” CHARLES DARWIN

The extinction of 21st Century *homo sapiens* will undoubtedly be self-driven. We have no competitors nor will we allow any. Will it be the release of a virus out of scientific curiosity/error/mass murder? If so, you can bet that leadership, bureaucracy and hierarchy will have played a major role in the failure to respond effectively.

When we go extinct, the one who turns out the lights will look back and blame ideology, which blinded us to the opportunity to use creativity and computing to enlighten and broaden participation in our socio-political decision structures. What he will probably say is this:

Extinction of intelligence follows from the loss of adaptability and thoughtfulness in a complex world. If the parameters of that complex world change, you must relearn what to fear and, more importantly, how to control that fear, creatively.

Remember to send an email or post a comment to the blog providing YOUR answer to the issues raised.

THE “How” AND THE “WHY”

Problems have causes, AND outcomes. “How” the outcomes developed and could be blocked can be found in data, analyzed and understood. “WHY” the problem happened, its ROOT cause, is hidden from direct observation.

When we have a social, political or economic problem, whose causes are hidden, we ask government to manage it. Democrats and Republicans voice their separate approaches, then negotiate some supposed solution that only addresses some outcomes and only for some people.

We don’t ask government to determine the “WHY” and solve WHY issues because neither we (as members of organizations) nor they are capable of finding the hidden causes. Only an individual human, using the techniques of creativity, can understand ROOT cause and identify ROOT solutions.

Creativity, as explained in the earlier section, is an activity of the right anterior temporal lobe (RATL) of the brain. Formal organizations, including ALL governmental and quasi-governmental organizations have NO access to human right anterior temporal lobes. When you join ANY organization, you surrender your right anterior temporal lobe at the door, agreeing to abide by the organization’s rules and to take direction from its hierarchy.

You are prevented from using your creativity to grapple with ROOT data in order to determine ROOT causes and develop ROOT solutions. Instead, you are asked to follow – until such time as you prove your capacity to lead that organization.

Your “capacity to lead” is proven by your ability to motivate followers with smiles, thoughtfulness, words of praise and expressions of understanding of the “How”. No one will ever ask for, or accept, your expressions of understanding of the “WHY”. So if you occasionally search your right anterior temporal lobe (RATL) for creative understanding of a problem, you keep it to yourself. No one is listening.

We admire men like Jeff Bezos and Elon Musk. They found ROOT solutions to a problem and built organizations to implement those solutions. Their success made them rich – and able to communicate their personal opinions.

Should we listen? Only if they are speaking creatively about ROOT data, causes and solutions.

What follows are my opinions of ROOT data, causes and solutions. Hopefully, you’ll find them creative (but not the complete or right answer) and be motivated to find your own creative insights.

THE ROLE OF THE LEADER

It is an indisputable fact that no one person can know everything. The rational response to this fact is to rely on different experts in each realm of knowledge. This is why the President has a Cabinet and each one of those departmental leaders has an expert advisor.

Science has shown that the expert’s expectation in advance of testing is based on *prior probability*, a form of incidental repetition of a known outcome. Since the government does not test its solutions before implementing them, there is no *posterior probability.* Even posterior probability is subject to many types of error. As a result, expert opinion is often merely a ‘shot in the dark’ based on a theory, and is unproven by results.

Theory-induced blindness is the phenomena which occurs when we trust a theory so much that we search for reasoning to reinforce it rather than search for an alternate solution. This is one of the cognitive biases. Ideology is the principle cause of theory-induced blindness. “Once you have accepted a theory and used it as a tool in your thinking, it is extraordinarily difficult to notice its flaws. If you come upon an observation that does not seem to fit the model, you assume that there must be a perfectly good explanation that you are somehow missing.”[[23]](#footnote-24)

But science has found an interesting anomaly. It has been called *undiscovered public knowledge* and a means of discovering it is through crowd sourcing. What it means for society is that the public knows things by consensus that the experts do not know.

Where can those things be found. In *The half-life of Facts* Samuel Arbesman suggests that we “(s)top memorizing things and just give up….Our individual memories can be out-sourced to the cloud.” If we did so, cloud sourcing could replace all those individual experts and their theories.

Other changes would follow. Leaders would not be expected to know anything. Their forte would become the ability to follow society’s direction as gleaned from the cloud with organizational skills that maximized *posterior probability* of a positive outcome.

Countries would face reduced pressure to ‘win’ as ideology disappeared

EMPATHY VERSUS JUSTICE

There are two ways to develop a society.

If you do not understand some members of society, don’t trust them and want to limit their anti-social behaviors; a majority of members can create a society of Justice. There will be lots of rules to define punishable behavior and many freedom limitations on all members of society as compliance with those rules. Justice is, then, about treating every member equally under the rules and law.

If members try to understand all other members, want to trust them and promote their pro-social behaviors, members can create a society of Empathy. The only rules define the most heinous crimes. Instead, society is organized so that there are no benefits from anti-social behavior. Anti-social persons cannot be rewarded members of that society, because only pro-social behavior is rewarded.

In this alternative social construct, society is not driven by fear. Instead, the driver can flow from understanding to trust to love. With love will come empathy and justice will only be needed in response to crimes of passion.

The measure of the failure of a society of justice is the rise of “hate” crimes. Hate is another word for blame. Failure to achieve a goal can be blamed on others and cause hatred for those others. Mere difference, which is not understood, causes distrust and a desire for rules to limit the freedom of those who are different, dividing society. Those dividing rules, themselves, are a “hate” crime.

In some societies, difference will be defined as an outcome. Leaders of that society say: “We should all be the same, therefore the outcome of our existence should be the same. Getting ahead is always at the expense of someone else who didn’t get ahead. Blame those who succeed for their success, because it left us behind.” This is the basis of Communism and of Anarchy.

By contrast, socialism is an economic methodology to offset the worst effects of being left behind. There must be no blame in socialism, only empathy for the inequality of outcome caused by fate. “Effective” socialism also attempts to limit the operation of fate or bad luck through education.

In a pro-social, empathy/freedom society:

1. There are no benefits to crime

2. Success is both earned AND lucky

3. Failure is both earned and unlucky, but is partially offset by the generosity of the society.

4. Neither success nor failure are permanent conditions. Members must continue to strive.

5. Blame and hate are not accepted attitudes.

When the structure of society rewards anti-social behavior, change it – don’t blame the beneficiaries.

When the mechanism of social structure-building isn’t agile enough to respond quickly, or only penalizes what it considers to be “the bad” without rewarding “the good” – change it.

THE ROLE OF GOVERNMENT IN A FREEDOM SOCIETY

History records our experience with government as the means to deal with man’s baser instincts by maintaining control and managing performance.

Two methods have been used.

1. Raw power is used to coerce us into obedience.

2. Our minds are trained to believe that government is acting in our best interest.

Neither of these means is appropriate to a society pulled to freedom by creativity.

Rather than our baser instincts, creative government must be focused on our better instincts. How can the environment in which creativity flourishes be encouraged? That should be the sole task of those who formulate, administer and interpret the self-actuating rules of a freedom society.

It is that re-directed outlook which stimulates suggestions like the elimination of currency, the re-orientation of education away from memorization and toward computers and creativity, the involvement of all citizens in decision-making, etc.

Man’s brain was not intended to be a receptacle into which someone claiming to be our leader pours his ideology.

The American experience with the pandemic shows how little trust in government and our neighbors exists and how essential trust is to a functional freedom society.

If we are to trust government in the future, it has to be re-directed toward encouraging creativity with an appropriate environment.

Only when we can trust government will we be allowed to trust and love our neighbors.

TIME AND CHANGE

We understand that the world we experience changes over time and that we personally change as well. The relationship of those physical and personality changes to change in society as a whole is a less-understood dynamic.

Over time, mankind has evolved into a social animal, formed by their social experience. You may think of it as man creating society and society creating man in a spiral of upward change toward perfection. But there are outliers. People whose outlook is 17th Century or even earlier.

Those people can hijack the upward spiral for a time, but cannot reverse it. Or can they?

Change is driven by creativity, but not all change is improvement. What we have achieved can be lost. Not all loss is the result of decisions by evil men. Some losses result from changes made with beneficial intent.

Intent is not the measure of progress; outcome is. When we respond to evil decisions, the outcome must be progress, not regression.

Winning is not progress. Winning creates both winners and losers. Creativity creates progress for all.

Our lives are meaningless if self-centered and self-centered decisions can be harmful, not just to those immediately affected, but to society over time.

Going to an art museum and spending the entire time in front of one painting is similar to a self-centered life. There are thousands of rooms and millions of paintings to be seen. Deeply knowing the colors and brush strokes of only one painting is a limited experience of life. Creativity (seeing the whole museum) is the key to meaningful existence.

The recipe for creativity works because dreams have no consequences and anything is possible; finances, time and distance are not limitations. Waking from that state of no consequence and unlimited possibilities provides the vision to see deeply into every life experience.

Seeing those experiences clearly will uncover the relationships between individual action and social change.

HAS GOVERNMENT CHANGED?

Kings had castles filled with prized possessions and people to manage them and the kingdom. Politicians flocked to the castle in order to participate in the process of wielding power, to obtain benefits and experience self-worth by association.

Government is the closest to absolute power we can experience, not much limited by finances, time or distance. Democrats and Republicans vie for the power that comes with control of all branches of the American government. Its leaders hope to be kings and princes of the castle in Washington.

The key to the similarity over time and regardless of style of government is leadership. All politicians, whether kings or presidents, want to lead us.

Leading involves making decisions for us, directing resources to accomplish wonderful things for society (and themselves), receiving adulation for the accomplishments of minions as if the leader had personally performed that act of sacrifice or heroism.

The unspoken reasons for leadership are that society doesn’t actually want to lead itself, has skill and knowledge limitations and the mechanics of self-leadership are too complex. The truth is that all of those reasons are lies.

The truth is that while only individuals experience creativity, group musical composition proves that creativity can be a shared endeavor; the fruits of individual creativity can be melded into a single solution.

Once melded decision-making is allowed to work, the process of resource mobilization will be accomplished by volunteers who deserve the adulation rather than the leader. This works in every volunteer organization in society. Even corporations are converting their concepts of leadership. Only government refuses to listen to the individual input of society’s advice.

WHAT IS FREEDOM?

Freedom exists in thought, words and deeds.

The recent pandemic included disputes over face-covering. The right to not wear a mask was portrayed as a matter of personal freedom, similar to the right to carry a loaded weapon. The difference is that those not wearing masks were firing that weapon into a crowd.

How we behave has changed over time and by place and class. Watch one of the period films about the 19th Century and you will see lives lived with behaviors as foreign to us today as if displaying another animal altogether.

How we act in support of freedom or with freedom as the object of the action has changed over time within each place across the globe. Likewise, the words we use to describe freedom and the thoughts which lead to those words and actions are now much different from what they would have been in upper-class England as late as the 1920’s, for example.

Unchanging freedom should be defined as a specific thought, rather than the words and deeds which follow from thoughts we have used to define freedom in the past and which have changed substantially.

The thought which has not changed is this: Freedom is my mind’s desire to fulfill an independent destiny.

The words convey three things. Freedom is a mental concept. It is focused on achievement. It is independent of any outside influence.

Compare freedom to creativity. They are two parallel concepts sharing all three of these attributes.

Freedom is Creativity. Creativity is Freedom.

THE ROLE OF GOVERNMENT *VIS-A-VIS* FREEDOM

Freedom is a mental concept. It is focused on achievement. It is independent of any outside influence.

The only role government can play with regard to freedom is that of guarantor on behalf of its citizens, and they alone. Principally, the guarantee is that it will not interfere in its citizens search for freedom, nor allow others from within the State or from outside of it to interfere.

The conflict that arises from these two guarantees is the limitation on absolute freedom of action and word of those persons attempting to limit freedom of action and word by some other person or group, either from within or from outside the State.

Limiting the freedom of outsiders seems simple, unless those outsiders have some right to stay within the State in spite of their lack of citizenship. Limiting the freedom of citizens and residents as a protection for other citizens and residents is why we have laws.

Two areas of legal conflict are exposed: The definition of the rights of resident non-citizens and the definition of protections to be applied against those interfering with other citizens and residents.

Defining protections must begin with assessing threats. Does a highway driving speed of 70 constitute a threat to other motorists, or should the designation of threat begin at 55? Is the coronavirus threat significantly reduced by wearing masks? Do automatic weapons increase the hazard of injury or death by gunshot when compared to single-shot weapons?

The rights of resident non-citizens begins with defining what is a human life. Is an unborn baby a resident deserving protection or an accident to be corrected by a medical procedure? The question then moves to whether the actions of parents create rights for their children as innocent followers. Finally, there is the question of whether the risk of injury or death in the country of citizenship should affect immigration status in another, rescuing country.

The arguments we use to answer these questions define an ideology.

If we can abandon that ideology and apply creativity, would the solutions become easier to identify?

LIMITING THE FREEDOM OF NON-RESIDENT NON-CITIZENS

Normally, in a Democracy, we call this topic war. Throughout our history it has included occupation. The justification is that these outside persons might act against America if not prevented from acting on the absolute freedom they might enjoy without occupation: in other words, a failure of their own government. It began on American Indian lands, expanded to Central American countries and then to the defeated in World War II. Today it is also applied to Islam-dominated countries who may have had some role in previous attacks on American citizens.

Do these occupations increase our protection from outsiders or increase the threats from them?

As usual, the assessment requires measuring a known against an unknown. Have more lives been lost due to occupation than might have been lost without it?

Since the purpose of democratic government is the maximization of citizen freedom, other considerations have no place in the argument. For instance, protection of citizens while tourists or engaged in business in another country. Individual risk-taking should not be protected by government action beyond providing advice about the extent of risk.

Government does not prevent smoking and has stopped preventing alcohol consumption, but does warn of the risks of both. Other drugs represent varying levels of threat to public health and should be advised on that basis. Prevention of abuse of some drugs only passes the threshold for protection of the community when the threat level, like speed limits, require it.

Also, even if our occupation of Afghanistan reduced the threat of American heroin and opium drug use, it could only be justified if another method was not available to accomplish a similar result.

Further, occupation does not prevent or reduce the risk that terrorists will enter and attack America. Reducing that risk requires different strategies and tactics.

Presence is exposure. Every American aggressor activity outside America exposes not just the aggressive elements but innocent civilians who become targets for revenge.

There are always other ways to secure our protection. Individual risk-taking should not be protected by government risk-taking. Exposing the entire community (the government) to protect a few who have ignored a risk is not expeditious/an effective use of resources.

LIMITING THE FREEDOM OF NON-CITIZEN RESIDENTS

Residence, followed by citizenship if properly applied for and granted, is a privilege given after fulfilling certain requirements. Those requirements require effort and time.

Granting residence privilege to those who have not followed those requirements should be more rigorous than the process resulting in a Green Card.

The point of the additional difficulty is determining whether or not the applicant, regardless of his violation of immigration law, will be a benefit to the community as a legal resident.

I believe that measurement requires demonstration of time, effort and, also, love for the country. Administratively, certain yardsticks can be prescribed to measure time and the effort made to belong here while not in a resident status. Measuring love of country should be a matter of adult involvement in it: service in the military, community service, obedience to the law, first responder service or service with an adjunct agency, etc. Children of illegal parents should not be limited by “love of country” failings while children, only while adults.

The first step must be a registration, which should require a complete chronology of time spent here since the first entry, showing residence locations, occupations, schooling, names used, and personal descriptors. The most important part will be the section detailing the registrant’s love of country. If a card allowing residence is issued, digital photographs and biometrics, including fingerprints, will be required. Lying on the registration chronology will be grounds for rejection and return to the country of birth or legal residence.

Those who do not register must be expelled for the safety of citizens and of legal or registered residents.

Recently, local laws were passed allowing non-citizens to vote. If they haven’t expended the effort and time to become registered, they do not deserve the privilege of voting. If they have not followed immigration rules, they must earn their right to register, and once registered and accepted to citizenship, will be allowed to vote.

Any other construction of this process defeats the very concept of country and citizenship.

LIMITING THE FREEDOM OF CITIZENS AND RESIDENTS

Does freedom include a right to privacy? Are there sufficient threats to the community from citizens and residents that their privacy should be invaded in order to limit the threat?

Once we have registered the illegals and expelled those who refuse to register or lied in their chronology, the level of threat from citizens, legal residents and registered residents will be so low that no interference in individual privacy should be allowed.

Visitors and illegals should not expect privacy. The terms of visas and warning signs on border fences should spell this out clearly.

All constitutional rights belong to all who are here legally and with permission. They can not fully cover those who are here illegally or based upon false information on their visa application.

Disinformation is the bane of a connected society. Originating disinformation should be a felony. Spreading disinformation should be a misdemeanor similar to a driving violation. Just as multiple violations will result in suspension of driving license, multiple disinformation violations should result in confiscation of the computer for a specific period and the closing of all accounts with internet providers.

Spam and robo-calls similarly weaken the trust fabric of the community and should be treated the same. Setting up or owning a spam or robo-call business should be a felony. Working for such an operation should be a misdemeanor.

Identity is the key to privacy. Stealing an identity must be a felony regardless of the amount of financial loss, with sentence of prison time required under Class D or 4th degree felony.

A person’s home is his privacy refuge from all invasions. All monitoring of communications originating in a home, invasion of that home, arrests while at home, etc. must include the issuance of a warrant adequately detailing cause. Those who violate that rule or refuse to leave when ordered, after an initial permission to enter, commit a felony. The only exception being hot pursuit.

But the real safeguard of privacy is self control. Each individual must be able to control his identity, his person and dependents and his property. Only creativity will give us the means to accomplish that control.

FREEDOM OF THOUGHT

The Bill of Rights enumerates the Rights of citizens. The Right underlying all of them is the Right to Freedom of Thought.

In countries where that Right does not exist, leaders force-feed an ideology. Unfortunately, in America, leaders attempt to convince us that there are only two solutions to any problem and that those solutions are opposed to each other and mutually exclusive.

Instead, the truth is that solutions come in all flavors and are the product of thinking which is independent of all ideology-- RATLing.

I have attempted to show, through example, both how easy it is to conceive of solutions not part of an ideology and how effectively ideology has blinded us to those alternatives.

But make no mistake. The solutions offered here are not the only solution, nor even the best solution. Best solutions arise from many brains thinking independently and building on each other’s thoughts to a melded and robust solution.

This is the reason that government’s main purpose has to be development of the brains of all 330 million Americans, and the creation of the means by which those brains can be harnessed to the task of developing solutions.

EXPLORATION VERSUS EXPERIENCE

Babies explore the world around them. As they grow older, they are exposed to television and begin to experience what the television brings to them.

Adults are overworked and lazy. They only experience what is brought to them or they can find in a short, familiar automobile ride. Most of them give up exploring or don’t return to it until they retire.

Exploring is not just directed at physical reality. Exploring can be the focus of all reality types. Unfortunately, most virtual reality is game oriented. The point of that reality is overcoming programmed challenges, not seeing/exploring/evaluating the virtual truth in/of that reality. It is simply an entertainment without educational/explorational purpose.

All reality types could contain educational content, if it was programmed for that purpose rather than for entertainment/challenge.

Andrew Carnegie said his gifts of libraries were intended for those who were “industrious and ambitious; not those who need everything done for them, but those who, being most anxious and able to help themselves, deserve and will be benefited by help from others.” In other words, explorers, not experiencers.

He granted money to 3,509 libraries, where explorers could find information about that reality which appealed to them. You didn’t go to those libraries to experience, but to explore.

When we put women to work, we consigned children to care-givers. Those care-givers silenced complaints about boredom from those children by providing entertainment. Access to entertainment became the mark of childhood success to be bragged on in the schoolyard. More and more entertainment was provided.

All children now value entertainment/experiences over exploration as free-time occupation. This is a reversal of the American 19th Century situation, when exploration was the goal of significant numbers of children.

When education became accumulating facts in order to pass tests of memorization, educational exploration was also lost. Today, the teacher doesn’t ask, “what did you learn today?” and expect the answer to be insightful about the student’s explorations and feelings. The teacher who asks that question expects the answer to be a recitation of something read or seen as an assignment or an entertainment: a copied factoid for memorization.

Turning a society back to valuing exploration and libraries full of explorable realities will require us to first change the objective of education and care-giving for children.

EDUCATION

What is education? Is it what a teacher says it is? The teachers union? Professors of Education in Universities turning out teachers? The Department of Education? The superintendent of the local school district? The PTA?

Sensible analysis would conclude that it is anything which prepares children (and adults) for their future.

What is that future? Computers and machines control most activities. Data overwhelms us. The current and future job of most humans is data analysis. What is happening and why is it happening?

The recent pandemic revealed how inadequate medical information collection and analysis is. All other fields are equally inadequate. Most are worse.

The secondary field of job growth is determining a working supposition in the whirlwind of inadequate data and opinion. More opinions does not necessarily mean that better opinions are among that greater number.

What needs to be in the mental toolbox of a future adult in order to survive and prosper in the future world?

1. Children grow up self-centered. It is a natural state, not to be confused with self-confidence or the lack of self-confidence. In order to function for the good of the community, they need to learn responsibility and respect. They need to learn empathy and incorporate it into their personality.

2. Another deficiency is the ability to use logic and to make choices among alternatives. Too many children grow up with little understanding of the mechanics of proof and choice.

Traditionally, military service or a mission/gap year served to re-orient the child to adult perspectives. The lack of those requirements has led to deficiencies in adult maturity.

Programs, such as internships, requiring at least 15 months of some form of community/country service should be used to address these two deficiencies.

3. The point of that internship should be measurement of the creativity and exploring instinct of the aspiring adult. Can they identify problems creatively? Do they know how to RATL? Can they solve problems? Even when logic or an ideology does not provide the answer?

4. Do they know how to disagree without being disagreeable? Have they achieved maturity?

PERSONALITY

Is there an American personality?

If it exists, it will contain an emphasis on pioneering: striking out for a new destination or a new concept in spite of the odds, and with confidence. It also means less attachment to the past and traditions. American culture is created by current fascinations. It depends on imagination and the concept of destiny, which an American expects to reach with focus and determination.

This personality has served us well for 400 years. However, maintaining it is difficult in an age when families have surrendered training responsibilities for their children to multiple teachers in multiple classrooms, television, social media, music and inept governments.

Regaining this personality requires training ourselves, and particularly our children, to value the outcomes the American personality was meant to achieve.

The destiny we have chosen to ignore is the one symbolized by the Statue of Liberty and the poem inscribed on it. We are no longer the lead element of human society, showing the way to a better human existence. We are no longer self-reliant.

Instead, we are conflicted. Our goal of melding all of the world’s cultures, brought to us by immigrants, into a better culture that takes advantage of invention to create progress has been derailed.

We no longer progress; we disagree and deviate. We have lost the ability to absorb invention while continuing to strive for the goal. Instead, invention distracts us and deepens our self-centeredness.

We need to develop empathy and re-learn how to use invention as the tool that is incorporated into progress, that aids progress and pushes us closer to the goal of a successful, melded culture.

To do this efficiently, we need to ask each change in our lives these questions: How will you (this change) assist American culture toward perfection? What modifications are necessary to preserve the correct outcome of your (this change’s) assistance?

If we had asked these questions of every change made in our lives, we would not now be occupying multiple foreign countries, our military would be focused on current needs, our Justice system would have achieved equity for all, our Education system would adequately prepare our children for their future lives, immigrants of all sorts would know their rights and be on a path toward a destination of their choosing, our media would be unbiased, our politicians would be focused on beneficial outcomes and we would be participating in the decisions of our communities and nation.

THE PERSONALITY OF GROUPS

Any formal grouping of individuals (corporations, businesses, unions, foundations, community action organizations, government agencies, etc.) develops its own non-human personality.

The stated purpose of formal groups is to deliver some advantage to its clients (customers, members, community, serviced clientele, etc.).

Over time, but beginning immediately, the dual purposes of survival and growth become foremost in the minds of group management and are passed on to the employees as a second goal (which grows in importance). Its charter or shareholders prevent it from choosing the goal of developing empathy.

While we, as individuals, are happy to receive its goods and services when priced appropriately for the quality, we do not share its desire for survival and growth unless they have become a favored supplier by providing distinctly excellent, fairly-priced service, or display empathy.

Competition means that we can punish those who provide inadequate service by withdrawing our support and advising others of our poor experience.

Unfortunately, many organizations have no competition: they are monopolies. This is especially true of governmental and quasi-governmental operations.

The pandemic has starkly revealed the failings of some of those organizations. Either the paralysis of indecision and misstated direction by the CDC, who couldn’t even identify the data needed and direct its collection, or the over-protective actions of the DHS in Portland, defending government property with anti-riot policing.

We must face the truth: Groups are self-serving, never empathetic. In fact, harm to the general public is often the result of their actions and they won’t voluntarily apologize or reform themselves unless there is a competitive alternative, sometimes even when there is an alternative.

The benefit of competition is responsiveness. When a formal group is unresponsive and remains so, it is usually because it has adopted an ideology which supports its unresponsiveness. It can also be because the leadership is supporting self-centered goals to the exclusion of public-supported goals.

Because formal groups are not empathetic and cannot act toward humans with empathy, they should not be treated as human in the courts and by law. Exclusion from human activities, such as influencing human voters with advertising and donations, should be the law, not the current Supreme Court Citizens United decision.

All formal groups choose what to support based upon their goals of growth and survival, not with empathy toward its human clientele. Therefore their influence and money should not be acceptable to Freedom society.

LAWS WITH PURPOSE

The point of law is to solve a current problem and to do so with empathy for those humans who will be affected by the law. Formal groups, being incapable of empathy, should have no role in law-making. In fact, it is quite likely that the past involvement of groups has created the morass we now experience.

Reforming the goals of monopolistic groups requires an alternative form of competition: an effective means of mobilizing alternative ideas. Government should fund the creation of alternative problem definitions. Too often, a decision by a government or quasi-government agency is the last word on the subject or stimulates only negative (and opposition) press, not alternative solutions.

Since only humans are creative, formal groups should not be charged with providing solutions. Also, an effective process might separate identification of the problem from creation of a solution.

Commissions consisting of all citizens and residents, focused on creativity rather than public relations and funded by the government with departments that mimic the structure of those agencies managing government policy, might provide creative challenge and alternative definition to problems, rather than political carping from Congress and the culture of follower-ship that pervades government agencies.

The process could be organized as follows:

1. The collection of citizen and resident complaints in online sorted-idea post office boxes

2. The appropriate Commission’s Executive collates and combines observations and data in order to define why complaints arise. Then they state the problem as a search for the means of eliminating the underlying cause of complaints.

3. Citizens and Residents (as members of the Commission) provide solutions to the problem in the sorted on-line post office box, building on each others suggestions until several alternatives take shape.

4. The Commission’s Executive states the alternatives in the form of alternative action plans necessary to implement the various choices.

5. The Congressional Committee charged with that area of law investigates the entire matter and writes the law which implements its preferred choice.

6. The Congress passes the change in law and the President signs.

This process solves real problems with real creativity.

GOALS OF A DEMOCRATIC SOCIETY

America’s founders didn’t declare their independence and create a Constitution only in order to justify separating from England and to form a government for that separated entity; they wanted to create a Democratic society.

The goals now are not much different from what they were then: A society of mature, empathetic citizens governed by laws which reward empathy and punish self-centered behavior. All the other desirable attributes of a Democratic society flow from empathy.

Our failures stem from treating formal groups, who cannot feel empathy, to the same rights as humans.

Not only does this allow self-centered behavior power over us, but the example of that self-centered behavior being rewarded with legal and economic gains lessens the appeal of empathy as a personal attribute. Our children grow up without discarding the self-centered behavior that characterizes children.

Rather than testing our children’s empathy before they are allowed mature adult privileges, we need to eliminate or constrain role-models of immature self-centeredness.

The pandemic exposed the extent of immature, self-centered, win-centered behavior that now exists in America. It is the principal reason the pandemic hurt America more than any other country.

Eliminating role-models of bad (win at any cost) behavior begins with targeting the illegal drug, alcohol and nicotine businesses. I have already cited the elimination of currency. Taxation of health-damaging income should be increased and used to specifically fund medical and psychological treatment of those who become addicted to these three carcinogens.

While the ownership of firearms is protected by Article 2, the responsibilities of ownership are not prescribed in law or enforced uniformly. Federal law should compel annual qualification of both marksmanship and responsible, mature ownership of all weapons owned. It should also proscribe carrying a weapon (even for law enforcers) while under the influence of drugs or alcohol; ‘under the influence’ being measured at any blood alcohol level or impairment. One drink/hit is “under the influence” for firearms possession.

It is the immaturity of law enforcers, such as judges, policemen, prosecutors, etc. that is enjoined by the specific rights granted in each of the Bill of Rights Articles. Empathetic, mature enforcement follows the law, is not discriminatory and does not hurt the innocent. Allowing any exceptions, including especially by delay in countering such immaturity and self-centered behavior, presents another role-model of bad behavior to be eliminated.

The reasonable accusation of immaturity (lack of empathy), leveled at any adult person, group or entity should be one of the most damning accusations possible in a Democratic/Freedom society.

Revenge and winning at any cost are obviously always immature emotions and actions.

EARLY WARNING SYSTEMS

Society organizes itself to receive early warnings. The weather service relationship to hurricanes, tornadoes, floods, tsunamis, etc. is an example. Governments are organized to respond to those warnings according to the governing ideology chosen.

The American response to the COVID-19 pandemic has been a complete failure. The early warning system did not clearly answer the dual questions of: what is happening and why is it happening? The various governmental and quasi-governmental responses then failed to cope with the resulting uncertainly.

This is far from the first failure of the American governing mechanism. It also failed the transition from human to robotic manufacturing, the rise of Islamic terror, the computerization of risk followed by the 2008 meltdown and the computerization of the supply chain that is destroying retail.

It is time to question the underlying structure of American society. American government acts with limited success putting in processes to control expected things like application for driver’s license or voting, and fails miserably at dealing with the unexpected.

Americans do not have and do not want a powerful, centralized government. Mistakes such as those cited above are magnified by centralization, and role-models of alternatives are unavailable in such a structure. By contrast, Federalism gives rise to experimentation and multiple alternatives. But 1800 Health authorities is too many experiments, especially when the results are not analyzed as experiments.

The point of the American model is the generation of data from experiments and the analysis of that data. It is deeply disappointing that computerization has not penetrated government to a sufficient depth that data analysis can reveal the results of our experiments with governmental style and substance for the required follow-on of creative problem solving.

Instead, the leadership is divided into ideological camps, supported by media favorites who cannot see beyond their own ideology; with the result that the actual reality is obscured and unreported.

It is as if the weather service were divided by ideology, with one camp predicting and reporting a hurricane ravaging the East coast while the other reported fair skies and bright sunshine there. Then the problem is compounded when the government moves all the plywood and hammers to the West coast and the suntan lotion to the East. Before the hurricane strikes Texas.

America has the ability to do better than any other society at any other time in history. We are smarter, we have more data, more analysts, more computerization, better communications and deeper understanding of the mechanics of our universe.

The weakness is a thought process that follows ideology instead of creativity. Ideology is a blinding light. Seeing the world clearly in spite of that light closing our pupils is impossible.

Until we restore creativity to the center of the American social experiment, we will continue to thrash around hopelessly/helplessly when we experience events like the COVID pandemic.

It begins with abandoning ideology.

*HOMO SAPIENS*

*Homo sapiens* are magnificent creatures. Not physically, of course. But mentally (creatively), we are a marvel.

Think of the inventions since 1793: electricity, antibiotics, semiconductors, internal combustion engine, vaccination, internet, nitrogen fixation for fertilizer, sanitation systems, refrigeration, airplane, personal computer, automobile, industrial steel-making, birth-control by pill, nuclear fission, food production advances, telephone, telegraph, radio, photography, cotton gin, pasteurization, steam turbine, oil drilling, rocketry, air conditioning, television, anesthesia, assembly line, combine harvester, paving of roads and the double helix of DNA come to mind.

Think of what the world was like before 1793 and would be like today without those advances in thought. Almost nothing you see and touch would exist without the fertile minds of the 50 lead thinkers who created those advances.

But we don’t know how they did it or how we will continue to advance without knowing the technique. Are we doomed to rely on accidents? Will we continue to ignore our RATL?

Notice the lack of social innovation on the list. While we have stopped locking up the mentally ill, now they wander the streets. While we no longer build tenements to house the poor, many continue to live in racial ghettos. And education continues to look to the past and memorization.

Notice the age of these inventions: only the internet and personal computer date after 1953. 69 years with advances in only one field. That is nearly three generations without the mentality that drove us to these heights of progress. What are we doing wrong? Are inventors only born and not nurtured? Have we collected only the low-hanging fruit and are doomed to lack of progress in the future?

Not surprisingly, the Department of Health, Education and Welfare (HEW) was created in 1953. When we put government in charge of something, that field stops making progress.

There are alternatives to the dominant role of government and ideology in our lives. The future of our children demands we choose one of those alternatives. If not, another pandemic may wipe out *homo sapiens*.

A DEMOCRACY UNDER CREATIVE LAW

The rule of law, often cited as the basis of American Democracy, only functions to condemn and punish bad behavior. It does not effectively foster and reward good behavior.

Part of the problem is an inadequate definition of what constitutes good behavior.

I have previously argued for empathy as the heart and soul of true Democracy. Empathy tempers the rule of law by impelling outcomes that benefit society as a whole.

But not all conflicts can be resolved with good outcomes for all persons affected. Example: resolving past discrimination by paying reparations to descendants, *en masse*, does not correct the past or empower the present with social changes that remediate the damages suffered. Money alone can’t buy you love, or change.

Since the past generation who did suffer are no longer alive, the current generation does not deserve to have the entire benefit of the corrective action. Instead, a scholarship program that provides creative education to the needy descendants of those who suffered for as many generations as will experience need and can be funded from cash reserves, provides a true benefit for the race or nationality who suffered damage.

It is called “floating all boats”. And it benefits all of us by developing their mental (creative) acuity, which should create new solutions for society’s current problems, rather than merely punishing the perpetrator’s descendants with added taxes and shame.

The social outcome of broader participation in creativity with empathy toward the outcome of freedom is the good behavior to be promoted with laws that are guided to that outcome. It is an absolute ‘Good’.

MATURITY AS THE GOAL OF SOCIETY

Recent works by psychologists have theorized that “The key to human innovation through the use of symbols and tools, therefore, is re-interpretive imitation that is ‘practiced, perfected, and varied in play’ through extensive exploration of the limits on one's ability to interact with the world.”[[24]](#footnote-25)

I would object to the word imitation. While society’s expectations are met by imitation, innovation only occurs when those expectations are discarded and the point of “play” is discovery of something new, both to society and the individual.

Throwing out society’s norms characterizes both the criminal and the innovator. When the personality values discovery but does not understand the mechanism that opens the door to creative discovery, money substitutes as the means to purchase experiences. This false understanding of life’s meaning is as old as prostitution and theft.

Understanding how the door inside the creative mind is opened is more than simply an alternative to criminality; it is the key to maturity. In this case, I mean, the power to know both good and bad (through RATLing) and to choose good, not because you are told to choose it, but because you understand and are rewarded for doing what is ‘good’.

This is the style of maturity which can only be achieved in a Democracy and which should be the goal of a Democratic society. Choices can only be valid and life-changing when they are meaningful, as they are in a functional Democracy.

What constitutes a functional Democracy? One in which freedom of thought is paramount. One in which thought is not prescribed by ideology. One in which education leads to the ability to think creatively as its primary objective. One in which creativity is the engine of progress. One in which social creativity is driven by empathy. One in which law impels and rewards ‘good’ behavior.

WHY HAVE WE FAILED

It is easy to point out the structural and operational failures of American society. In fact, it is hard to find recent successes.

Who is responsible for those failures?

Look in the mirror. The point of Democracy is that WE get to choose. And we have made bad choices in many areas since 1787. Not having or sharing an opinion, not acting to defend your right to an opinion; those were choices too.

But those past choices need not consign us to permanent pain. We can choose functional democracy, but there are many steps to take before that choice is on the ballot.

Events move at a much faster pace today that five years ago or last month. The government we have allowed politicians to create within the straight lines of our wonderful Constitution moves slower today than five years ago.

Politicians and their media partners are in battle to help themselves, not us: two gangs fighting over turf in our front yards. Our failure is because we have left the field to gangs of politicians. We are not standing in our front yards challenging their dominance over our neighborhood.

Creativity beats ideology in any contest, hands down. Creativity only loses when individuals don’t use it or share the creative product they have invented.

HUMAN LIFE

Life is not just a chain of events, or of challenges, or of amusements.

It is more like a spiderweb of desert trails and we must consciously choose which to take at each junction.

We respond by choosing the things we allow into our conscious thoughts. Many of us choose to ignore anything unpleasant. We certainly choose where to get our news of lives lived around us. Unpleasant things are someone else’s problem, so there is no point in knowing about them. The same for opinions with which we do not agree. Of course, if we don’t see, hear or recognize the whole truth, how can our own opinions be informed opinions.

Instead, such an uninformed opinion is self-centered and immature. Self-centered because we place ourselves at the center and ignore anything that does not directly affect us or is unpleasant or challenges what we believe. Immature because we are left with a child’s view of our lives – rosy immediately around us and unknowable (or ugly) in the distance.

The internet has expanded the effects of the spread of uninformed, misinformed and disinformed opinion. Now we can contact dozens of people with uninformed opinions, confirming the recipient’s biases with supposedly-authoritative opinions published on the internet. Then we and they filter our inboxes of those opinions with which we do not agree.

And think of the effect on the journalist reading the news to you on television. Their access to news/opinion is equally filtered of anything contrary or neutral; their own opinions are constantly seconded. The result is bias that shows itself in every word they read. Emphasis, facial expression and tone express their opinion of what they are reading.

Eventually, the newsroom no longer deserves that title, it has become the opinion room.

This is the reality we face: a tangled web of conflicting ‘facts’ and opinion leading to disrespect of all spoken and written words and a pandemic which has killed many of us, at least partially because of that disrespect.

The American Constitution was a gift from the founders. Under it, we could have created a society that valued creativity and scorned ideology. Instead, we surrendered control to formal groups and ideologies who seek to control the individual rather than free him. Opinion rules and science is secondary.

WHAT IS SCIENCE?

Science is a process for generating and analyzing facts through experimentation. Facts lead through logic to truth. During the pandemic we have often heard condemnations of one entity or other for failure to ‘follow the science’.

Science may either lead to a conclusion which is correct, or it may temporarily lead to one which is false. The words ‘follow the science’ really instruct us to ‘listen to me’.

Choosing to listen to them is, in fact, a real choice. It should be an informed choice. In other words, we should understand the science before we thoroughly believe in it.

Completely ignoring the science is not the right choice. I consider the science to be truth based on the age of the study which produced its truth. Recent pronouncements should be given only 51% credibility. 50-year-old pronouncements are probably 99% true unless recently challenged. Why? Because science and scientific methods are the only source of technical truth. Everything else we hear is disinformation or fables. But science is like whiskey, aging improves it.

The exception, of course, is during a crisis. We cannot afford 50 or even one year of delay in implementation of cures. COVID vaccinations, for example.

The most common error when discussing science is short-form explanation. The science is reduced to the most understandable explanation, and minus all the caveats and limitations. Rather than reporting a limited advancement in understanding, news of it is repeated as a major advance in knowledge.

The second most common error is reduction. Instead of describing a broad area encompassing many possible avenues of investigation, the science is lumped into a single word and a single avenue; usually one that is distasteful to a significant segment of society or has elements of risk or morality which are unacceptable.

When we are mobilized to resist science, we are choosing to resist progress. When we are mobilized to resist dis- and mis-information, we are choosing to support progress.

But science does not solely belong to the scientists. If you remember the movie “Lorenzo’s Oil”, you know the true story of the Odone’s. They forced science to treat them as human beings, not simply recruits in a clinical trial; then they went beyond and mobilized science to find a therapeutic for an illness that had genetically afflicted their son. Lorenzo died age 30, not at age 8. Many other boys now lead productive lives.

The recent pandemic illustrated the speed and misinformation limitations of medical science and its susceptibility to manipulation for political purposes under the broad banner of ‘public health’. Social sciences are even more political than medical science.

WHAT TO DO

I have alerted you to powers you may not know you have or are unprepared to use.

In CHOOSING AND CONTROLLING MIRACULOUS CREATIVITY. I have supplied the technique for using it and in EFFECTIVE CREATIVITY, I have explained some of the goals of a creative person operating from a base of freedom and empathy.

What you choose to do with this power is solely up to you. Some suggestions.

Perhaps the first thing to do is to share. This power helps all of us most when we all know of it and use it whenever needed. Hiding its existence in order to control others is what kings and self-centered leaders have always done.

The second thing to do is read and listen. You must develop your skills at separating ideology from creativity, facts from opinion. They are never the same and should always be obvious, but only to someone who has practiced creativity and knows exactly what creative product looks like.

Thirdly, allow yourself to be brilliant. Brilliance does not come from looking backward, into the past. Brilliance is seeing the path to a future which is desirable. Aldous Huxley saw (and warned of) the future as an undesirable place where the swings of emotion were removed and everyone knew his place and was comfortable with it.

You should try to envision a place where emotions remain but are rewarded when self-controlled. The individual is the only force capable of limiting emotion-based actions to the beneficial. Society’s first response is always punishment and only individuals can change that automatic response to reward-based initiatives.

Formal groups are incapable of creativity. Informal groups can create when melding individual insights into a harmonious whole. A society divided into and controlled by formal groups cannot progress. It will not envision or achieve a creative future, only a lumpy mixture of ideological futures.

Who we can become individually is limited by **and** in any group-based society. But, there is a path to a truly individual society. Creative individualism is possible. It begins with each of you using the power of your creativity (RATLing).

Finally, you should find other creators to join you in an informal group.

HEALTH, WEALTH AND FREEDOM

All governments, but particularly those which claim to be Democratic Republics, should strive to maximize health (including security), wealth (including public wealth) and freedom (including from government interference). These three words are the modernized versions of life, liberty and the pursuit of happiness.

That striving, which is incumbent on the government of a Democratic Republic, is mandated for all citizens. America did not begin that way. African-Americans, Native Americans, Women and LGBTIQ have been denied their rights consistently over long periods. Others, like the Japanese during WWII and Latinos, have been periodically chosen as scapegoats.

We now stand on the far side of those events and condemn them.

But we have not achieved health, wealth and freedom for all and the reason is clear. Political parties act on behalf of their supporters and donors. They do not act for all. We have peeled the onion and can now identify the core of the discrimination problem. It is the structure of a Democratic Republic that functions with self-serving political parties/ideologies who negotiate weak compromises or alternate in control of the government.

Division by ideology is not resolved in a negotiation. It can only be resolved by a new, creative (RATLed) idea.

As long as certain groups and ideologies are favored by parties; health, wealth and freedom will not be achieved for all. The achievement of the goals of health, wealth and freedom for all is impossible in a split society, because the goals require balance among our thoughts, efforts and commitment.

Health/security is an understandable goal, as is freedom. Wealth is more difficult to define: especially public wealth. It should be defined as Optimism (the belief that the future will be better), Opportunity (the actuality that all will have a chance to achieve that future) and Enabling (the creation of a positive environment for the investments needed to deliver that future to all).

The failure to achieve these goals leads to anger. That anger can lead to insurrection. Ideologies that divide us may well destroy the American experiment.

Division of the society along ideological lines is just as deep as division by race, sex, national origin or other visible divisions. It is equally/perhaps-more difficult to overcome.

THE RECURRING VIRAL PLAGUE

What caused the United States to be most affected by COVID-19?

In the book of Exodus, the plagues were the Act of God. That is a possible answer.

In the scholar-analyzed history of Rome, its collapse was due to the failure of control over factors including the effectiveness and numbers of the army, the health and numbers of the Roman population, the strength of the economy, the competence of the Emperors, the internal struggles for power, the religious changes of the period, and the efficiency of the civil administration.

American failures mirror those factors: the Army’s failure in the Middle East, a population that increasingly chooses to not be involved in selection of leaders, an economy that does not reward all effort commensurate with the mental and physical inputs of each member, leaders who equate the ability to preach (rather than listen) with leadership, the incessant bickering of political parties, the disappearance of reasoning and the ineffectiveness of civil administration in all areas but particularly health. This is another answer.

All of those factors created a population unwilling to follow. Remember that all of us are descended from immigrants who rejected authority in our ancestral countries simply by coming to America, or arrived here as prisoners/slaves. Underlying our facade of compliance is anger and disappointment.

That short fuse has been inherited and is expressed in the rejection of directives, even if phrased as instructions rather than mandates. This is another answer.

Tribal societies, sharing the same religion, language and culture, have a glue holding them together. American societies share nothing except love of country and freedom. The reduced feelings of unity and shared responsibility for outcomes is another possible reason.

Federalism is an ineffective form of government in an emergency. That is another possible answer.

American health is under the control of a rule-oriented bureaucracy, rather than the creative. That is certainly another answer.

That bureaucracy has no access to creative anticipation and a collective, insightful, right anterior temporal lobe (RATL). It did not find the solutions to the pandemic which might have worked in America. That is a probable answer.

CREATION

Man was created in God’s Image (Gen 1:27).

If this statement is true, some part of God’s glory, power, wisdom and purposefulness is in us all.

Nothing about the human body could possibly be a reflection of God. It hurts, grows old and creaky, then dies.

If there is a part of God’s image in us, it must be something other than flesh and blood.

God being all-powerful and man’s spiritual role being to humble himself before God and confess sin, eliminates consideration of the human spirit as being in God’s image. Our spirit is too weak, too contaminated and too self-centered.

That leaves some qualities that we display periodically, including creativity. You could probably make an argument for love and self-sacrifice. But we are not alone in the animal kingdom in displaying those characteristics. God’s image is exclusive to man.

The one characteristic that both defines the world we have created and separates us from all other animals is creativity.

Regardless of your beliefs, denomination or faith, the only God-like ability you display is your creativity – making something from nothing.

God’s image in us is our creativity.

PARALLELS

In your religious life, there are good and evil, a reward of heaven and punishment in hell and the means is faith. The time-span is eternity.

In the rest of your life, there are creativity and ideology, a reward of progress and a punishment of stagnation (or another Dark Ages) and the means is understanding. The time-span is the length of your life.

We balance the amount of time we spend thinking about and living in these two lives and that balance changes across time and because of experiences.

In both of these parallel lives there are people who will tell you what to do, how to feel and what to believe. Some even call their concern for you love.

There are dozens of synonyms for love. The one they mean is control.

Genuine love is obligation. When you love someone you take on an obligation to them: protection, care, guidance, comfort, mentorship. Not control. Their freedom is more important than what you wish for them.

It is possible to do bad things for a good reason and good things for a bad reason. The cases of George Floyd, Carter Page, Jacob Blake and Mike Flynn illustrate variations on that theme. In the moment, it is possible to take subduing an arrestee beyond bad tactics into evil. In the moment, it is possible to take combating a false ideology beyond bad tactics into evil.

When something evil happens, an individual realizes it and can try to reverse or confess or atone. Groups never do that unless forced to do so.

Both the FBI and the police departments involved stonewalled and the point of stonewalling is self-protection for the group, not for the individuals involved.

The reason for this ingrained response is rooted in a legal system that values winning more than truth, the size of the award or length of prison sentence more than justice. The American legal system is designed to control. Don’t ever look for love there. Not even the love of justice.

RELATIONSHIPS

A child needs love that provides protection and care when young, then guidance and mentorship as they age. They need comfort always. In the past, a family unit provided this love, with traditional roles of a mother gradually handing off to the father.

Modern life has reduced the love component in relationships.

When we lived on the land before 1750, 95% of lives lived followed the traditional approach with little change. A husband’s and wife’s roles fitted together like puzzle pieces and children kept arriving with more demands for mother’s love. Change in those traditional roles could not happen.

The modern family is composed of puzzle pieces that do not have a locking part, that simply butt together with a wavy line. The link is tangibly weaker and must be emotionally stronger in compensation. Children arrive when convenient and planned.

Consequently, relationships must change as the partners mature and the family unit grows. Emotion must grow creatively.

Compare this to relationships with others. The extended family has traditionally only provided guidance, mentor-ship and comfort; with the emphasis on comfort. Those relationships can change and melt away with age and distance. As we left the land, we increased distance and diminished relationship value, causing added burdens to maintaining extended family relationships. Casual friendships were substituted but were less effective vehicles for love (obligation).

Conversely, relationships with groups are transactional and never have a love component. Instead there are contracts, both written and implied. We buy their product or join their group and our satisfaction with the relationship determines how long it lasts and how many transactions we enter with them.

The law regulates those relationships by providing a venue (courts) for expressing our dissatisfaction. Government provides the law and enforcement. When we are dissatisfied with the law and enforcement we vote for a change in government.

But government in a democracy is not automatically any different from any other group relationship. It is transactional and has no love component. We don’t rely on government to protect us, comfort us or mentor us. Instead, government expects each individual to obediently care for the government’s continued existence, especially during war and emergencies. Our government ignores us whenever possible.

True Democracy is a two way relationship. We should expect a Democratic government to love us. We are its creators and maintainers. Without us, it collapses. It owes a duty to us that should be fulfilled.

Unfortunately, American democracy has become an uncapitalized word. It has put its eggs in the baskets of formal groups. It treats us as passengers in some group’s vehicles, not as the creators of the system itself.

THE PURSUIT OF “FUN”

Looking back through the lens of maturity, the things you remember are the enjoyment of another human’s company and sharing that joy, not the specific “fun” you engaged in. The change in our attitudes toward those events is a measure of our maturation.

Modern “fun” is abetted with drugs and alcohol, an escape back to the undemanding feelings of immaturity.

Immaturity is a defect of the mind, curable by structured parenting and time. One of the major goals of parenting is instilling an appreciation of “fun” as only a means to the goal of socialization.

Immature persons translate “the pursuit of happiness” into the pursuit of “fun” without understanding the meaning of either “fun” or happiness.

Happiness is a goal achieved by many routes. Our choice of route changes as we mature and our family unit relationships change. Accommodating that change requires the preparation called parenting.

Happiness is enjoyment of the vocation our talents are suited to. Happiness is enjoyment of the family we choose to build and belong to. Happiness is the enjoyment of the avocations we are drawn to. Happiness is the enjoyment of the society we have built together. All happiness is the result of striving to maximize those four enjoyments, thus reaching maturity.

Creativity (RATLing) both enhances the enjoyment of all, repairing faults and advancing performance, and it moves society from traditional to the future, thus challenging our roles and capacity for change. One force pushing in opposite directions.

Only maturity reopens the door to both change and creativity as an enjoyment.

Modern life is heavy with extra-familial responsibilities and diversions; the last generation’s parents are less mature than their predecessors and have less knowledge of the purposes and means of parenting. A child who does not receive structured parenting will parent children with those same weaknesses. A child who does not experience both parenting roles is crippled.

Any child you love deserves your help overcoming the hurdles leading to maturity. It is your obligation (of that love) to push them toward the realization that “fun” is not happiness. Creativity will help you understand and communicate your love productively.

The pursuit of happiness is the pursuit of maturity.

FEAR

We come out of the womb afraid. And those who call themselves ‘leaders’ prey on those fears.

Some fears are resolved in religion. The most immediate fears are supposed to be resolved by government (leaders). Instead, they mobilize us against an enemy who may or may not be the cause of our fear. Those enemies are the scapegoats of the leaders’ ideologies.

Ideologies need scapegoats. How else can the failure of an ideology and its leaders to fix social, economic and political problems be explained?

Fear ranges from the encroachment of outsiders or intransigence of insiders to the invasion of viruses. Each scapegoat carries the same set of characteristics: unknown agenda, contamination and change. Those characteristics feed our fear.

What leaders fear most is change. Because change is the only way we can rid ourselves of leaders. They insist that we share their fear of change and the unknown it leads to. Their means of communicating their fear to us is so deeply ingrained in our culture that we do not even recognize it. We participate in circulating it.

Horror films. Sci-Fi films. Political advertising. News delivered by ideologues. Urban legends. Fake news. Supermarket tabloids. Twitter, Facebook and similar. Gossip and innuendo.

Ideologies take our natural fear and point it toward anything that might change the *status quo.* The point of ideology is the matrix of control through fear.

Controlling us through fear requires secret knowledge. “The leaders know something we do not know. Trust them even though they do not share that knowledge. Trust that their ideology will point the way to the correct solution. Trust their instincts and belief systems. Trust their skills and agenda.”

Real solutions require creativity (RATLing) engaged in by a multitude.

No politician or ideology has ever been creative and none wants to share decision-making.

Politicians need to keep us afraid. Politicians are at their best inventing new fears that bind us to them.

KNOWLEDGE 1

We are surrounded by knowledge. Bits of it are known to us, but no one can know everything, now or in the future.

We know small slices of some of the things there are to know and in most cases know them only superficially.

Deep knowledge of any narrow subject is a lifetime pursuit. Superficial knowledge of many subjects is empty knowledge; just answers for the TV game show “Jeopardy”.

Unfortunately, education usually doesn’t go beyond the superficial answers; it doesn’t try to understand the future meaning, usefulness and limitations of a bit of knowledge. We learn in order to pass tests, not in order to live meaningful lives.

Knowledge that supports a meaningful life is an understanding of the relationships among events, attitudes, science and beliefs. These elements are what cause controllable outcomes.

In all four elements there are two extremes on a scale: what we react to and what is real. At any time the scales could point toward one or the other. Seldom is it balanced: matching our reaction to reality.

When our reaction is not in balance with reality, we are inadvertently increasing the threat and ultimately panic ensues from our fear. When we focus entirely on reality, we are not creative.

Creativity is a force born of uncertainty about reality, but with a self-controlled reaction to all four elements. When this happens, we can reach understanding of the relationships among the four elements. Our mind is prepared to RATL.

The tag line below my signature on emails is a quote from Einstein, the patent clerk and physicist.

"Imagination is more important than knowledge. For knowledge is limited, whereas imagination embraces the entire world, stimulating progress, giving birth to evolution.”

Imagination is only productive (creative) when the scales for all four elements are balanced.

VISUALIZING SCIENCE/ KNOWLEDGE AND THE UNKNOWN

Think of knowledge as areas around you in concentric circles; like a target, but three dimensional. Closest to you at the center of the target are things you have personally experienced, farther away those you have heard about and farther still all the things you could learn in the library or on the internet (recorded knowledge).

Still further is the complete world of science, most of which is unknown, only conjecture. If you are a scientist, you have specialized and your knowledge is a pinprick or small nail into the balloon-like area of scientific knowledge that surrounds both you and the smaller balloon of common and recorded knowledge.

For example, the pandemic has revealed how little we actually know about medical science. Even the best doctors (by reputation) are capable of misstating what is going on and what we should do.

Beyond the balloon of science is what we have called God. The knowledge that resides there will never be known, no matter how many years we have and in spite of a complete knowledge of science because It cannot be studied and evaluated with scientific methods or guessed at with creativity.

If God exists, this is where **It** lives; beyond knowledge and beyond understanding.

Religions are based on God revealing Itself to ancient man in visions that are then written down in words that could convey Its reality to other ancient men. Obviously, the words must be both powerful and understandable. Concepts must be relatable in terms that ancient man understood. God is dumbed-down and then translated from ancient languages.

The most powerful religious idea is that God loves us. Out of all the creation, we have been selected to receive Its personal love, the obligation to care for us, guide us and protect us. God can hear us. Our only effective response is belief, because understanding is impossible.

Religious doctrines are inventive interpretations of translated dumbed-down visions recorded in words that ancient man might understand. The variety of doctrine is a measure of how many different inventors have pored over the words trying to find meaning and understanding where none is possible.

Any attempt to understand and then convince you of that understanding is only the means to instill fear and gain control. We are individuals, not groups and not selected as a formal group for special treatment. We all begin from the same ethical base and natural fear. Where we end up is only our individual doing and thinking (including RATLing).

If God sees us, hears us and loves us; it is our individuality that he loves. Show God who you are.

You can believe, but it is useless to try to understand.

Doctrine and doctrinal understanding, whether religious or ideological, is always the driver of the fear/control matrix.

CREATIVE INDIVIDUAL (ITY)

We are all unique and therefore special. Being put into a grouping or putting yourself there will automatically limit your innate value to whatever the group assigns to it. All labels are limiters.

None of us has had the same life as anyone else, anywhere, anytime. All the elements of our history come together to create us as thoroughly unique beings. That history defines us but should not be allowed to categorize us. However, since groups and ideologies need simplification, labels and categories provide it for them.

The means to minimizing individual worth is to assign you a label, then force or cajole you to live the label rather than the individual you actually are. In an authoritarian state, force is used; in a democracy, we are romanced or cajoled into living the prescribed life.

Creative individuals have long recognized the disconnect between what they know and feel and what society allows, but could not find a forum to express it, until now. The internet records both those who have been grouped and labeled as well as those expressing independence and creativity (RATLing).

In 1862, Sisley, Monet, Renoir and Bazille began painting together outdoors where light could play a greater role in color definition. It resulted in new techniques and styles as well as more vibrant compositions expanding on recent painting techniques. Ultimately, it was called Impressionism.

It was rejected by the arbiters of art for several years.

Each member of the initial group of Impressionist painters can be recognized as an individual in their paintings. The group did not define the individual, the individuals together defined the name Impressionism.

In the same way, independent thoughts expressed on the internet will begin to define a movement of creative individuality in social, economic and political thought. Your creativity will demand that you be an individual and glory in that individuality.

Affleck and Damon wrote and acted in a film-story about a math genius. You don’t have to be Will Hunting or a card-counter or have a photographic memory to be creative. Instead, creativity would have postulated the questions that Will’s math then proofed. Concentrating on the math first prevents the creativity which states the problem to be solved.

Creativity, maturity and individuality are the goals of a life well-lived. Genuine love will find you along the path.

STATING THE PROBLEM

We all know what the problems of modern society are. They flood the daily news, causing fear and loathing. But are they the problems or only the symptoms of underlying causes?

Poverty. Arguably, lack of education causes variations in wealth. But if we all had Doctoral degrees would there still be variations in wealth? If so, is it a variability in the ability to capitalize on education that causes the variation in wealth? Or is it the education itself that is deficient? Is it the scholar or the lesson that is at fault?

Parenting. If the scholar is at fault, is it a birth defect of mental capacity or is it personality? Is it the quality and quantity of parenting? Is it the style of discipline or the quantity of discipline? How much play time should a child have? How much of play should be aimed at the goal of maturity? As the child ages, do the conditions and styles of parenting change to match the need? When should the child be made aware of goal-setting as an obligation?

Education. Why do we learn about the past? Do we learn lessons from the past or only facts? Do we know what the lessons from the past are? Do we ask the pupils to point our lessons they have learned from personal experience? Do we help them analyze how they learned the lesson and how they decided it WAS a lesson? How can we learn about the future? Do we study current trends before they become part of pop culture? Do we know where science is leading us? Do we discuss or only preach? Do we learn logic and (more importantly) how to make decisions when logic does not have enough facts to work well (RATLing)?

The underlying problem of American society is that the people who moderate problem discussions don’t have the skills needed to direct the discussion into the depths. And the participants and listeners don’t have the patience for anything but the superficial.

Why are we so superficial? Because we have created a society that runs on winning and blame. If you can identify some thing or person to blame for a loss, it is not necessary to look more deeply into the problem. You don’t need to see your own role in the creation of the problem.

Blame is the fuel that powers all of our superficial ideologies.

FRESH EYES

Being able to solve a problem begins with understanding it, Understanding it begins with seeing it with ‘fresh’ eyes.

‘Fresh’ eyes see many elements and aspects to a problem. Many ‘fresh’ eyes, with varied experiences of the problem, will uncover all the hurdles a solution must overcome.

American society, politics and economics have many problems. The problem solvers we have chosen are actually chosen by political parties, then put through a popularity contest called a primary election. Our choice in that election comes down to past performance, appearance and ability to win while representing the ideology of the party.

Compare what is needed – ‘fresh’ eyes, to what we are given as a choice – ideological stalwarts.

Then compare the mechanisms of law making (partisan politics) to an open forum searching for understanding and ideas. An example of the structure and an invitation to participate in an open forum is found here. <https://www.hbs.edu/openforum/openforum.hbs.org/how-it-works.html>

Expecting creative results from a political process is like expecting recognizable contact from another civilization on another planet far out in space. Do we know/understand what ants are telling each other here on earth?

The founders hoped for an open forum, but political parties and their concept of leadership have instead led us to a dead end.

Backing up and starting over is the only solution. That begins with re-evaluating what makes a society functional.

Socrates, and one of his pupils, Plato, existed in a world that questioned knowledge. “What do we really know?” Socrates concluded that he knew nothing.

They also spoke truth to power in an age of far fewer voices. Athens had only 150,000 citizens at the time of Pericles, Socrates and Plato.

Today, we are overwhelmed with noise. Opinions have proliferated, filling the airways and our consciousness to the point that quiet contemplation is nearly non-existent. All of those voices insist that they know everything worth knowing.

The first step in starting over is a return to Socrates’ humility about knowledge.

*HOMO SAPIENS* POLITICAL CREATIVITY

Humans are herd animals. We lived in fear and chose to cluster together in tribal communities under the guidance of a leader. We developed traditions and religions to comfort us and assuage the fear. We were followers. Our leaders became our ideology.

Strangely, a small number of us began to draw, then to paint and sculpt. Of course, we can’t know the number or even the percentage of the population who were creative then. We do know, by testing millions of people, that the creative personalities are less than 9% of US population today. Only a very few of those prehistoric people actually used their creativity to invent the wheel and begin to grow plants from harvested seed.

The first writings about government come from China in the 8th Century BC and India in the 6th Century BC. Plato and Aristotle followed in 4th Century BC Greece. Most of these writings justified hierarchical leadership rather than challenging it with ideas about the Rights of Man.

Instead of Rights, Medieval philosophers understood how selfish Man was and thought the only way to control a society of the selfish was with absolute power, guided by faith. The Reformation and Enlightenment broke the grip of those ideas and allowed creative political ideas to reach the point where experimentation was possible.

America became the first such experiment and the focus of political, social and economic thought switched to explaining why it appeared to work and what the challenges to its ideas were elsewhere in the World. After WWI and especially after WWII, hundreds of experiments were begun with different forms of both absolute power and representative democracy.

Today, we are on the far side of the American experiment and can judge its success or failures. The creative among us, looking forward into the future, can see that the experiment will not ultimately succeed in bringing about waves of creativity, propelling us to ever more satisfying freedom.

Instead, it appears that the flaws of Man will overpower the Rights of Man both individually and in the institutions we have created to manage our society, politics and economics; in spite of the success of our commercial creativity.

We appear unable to translate commercial creativity into mechanisms which free us from political control by a hierarchical structure. The structure continues to grow and assume more power in more areas of our existence like some smothering fungus.

Rather than Malthus prediction of inevitable famine, we may be facing the collapse of Earth’s eco-system or a return to authoritarian control as the means to overcome and survive that collapse.

Either way, change is happening and the American political institution is incapable of matching that change with creative responses. Empowering political creativity is the only way to empower our effective reaction to the constant change that surrounds us and whose speed is increasing.

TRUST

Trust is the opposite of fear. It is one of the main components of love. It is often misused as in “trusting him to do the wrong thing”. That is expectation, not trust.

Trust is belief in the attitudes of another person, particularly their attitude toward you and your loved ones. It is a measure of that other person’s actions and five elements of their attitudes; namely, their capacity to comfort, protect, guide, mentor and care for us and our loved ones.

(Love is when we expect all of those things from another person to us personally and offer them back to them personally. True love is not usually one-sided, that is infatuation.)

Modern life is not devoid of trust, but it is now harder to find than in the past. We no longer deal with businesses whose owner is a long-standing friend of the family. Businesses are corporations owned by stockholders and run by managers; neither of whom can be expected to provide any element of the concept of trust.

The rules of modern life are made by distant representatives, enforced by unknown persons carrying guns and clubs, and judged by peers selected at random from among strangers. We don’t trust any of it.

So we find trust in the ideologies to which those distant entities and persons claim fidelity. If they are guided by a shared ideology, they may be expected to act in a way that does not harm us. It may not benefit us, but at least, we hope, it will not harm us or our loved ones.

Ideology is the last resort of desperate, abandoned, distrusting people.

And this explains American voting patterns.

LIFE WITHOUT TRUST

If you are forced to rely on shared ideology for identification of whom you will trust, trust depends on which package of ideology you share and who is the trusted spokesperson for that shared bit of ideology.

Fire seasons in the West are getting more and more dangerous. If you believe that the caretakers of Western forests are not doing enough to remove dead-brush fuel, you may blame them for the problem. If you believe the climate is changing due to lack of control over carbon emissions, you will blame those who have failed to reduce carbon emissions. If you believe both are not doing enough, you blame both and wonder if anyone is actually protecting your interests, home and life. You trust no one on this issue.

This repeats for nearly every complex issue that faces us. Ideologies have staked out positions based on their appeal to a limited segment of their base, leaving a majority in the middle whose position is that both ideologies are wrong. No ideology represents this middle. No advance in solving the problem is made. Easterners refuse to spend money to solve Western problems, rurals refuse to spend money on big-city problems, the healthy refuse to spend money on drug and alcohol fueled disease, etc.

In each case, innocence equals prey. A culture of victim-hood ensues. Not only are we innocent, but making us a victim appears to be the desired outcome of both ideologies – one in order that they can champion our cause without actually solving the problem and the other because ignoring our needs helps its clients in some way, usually financially.

How we get beyond this is obvious. All ideology must be ignored in order to get to solutions that address all aspects of a problem. Nowhere is this more obvious than in our response to the pandemic. Ideology didn’t create the illness, unless it was Chinese ideology, and, apparently, it was poor job performance by multiple persons on multiple levels that drove the result. Ideology and the lies that ideology engenders then created two opposing narratives driven by the election of 2020.

The result is that we did less than necessary (and contrary things) to solve the pandemic problem, at least partially because of ideology.

The pandemic is not the only area where politics and ideology plays. Our country was set up as a Federal democracy. To force States to abide by Federal laws and mandates when there are philosophical and religious objections by more than a majority of citizens in some individual States and no abiding violation of individual rights which is condoned by State law or its enforcers is a violation of the US Constitution’s Federalism principle.

Expanding Federal law and over-riding State law should always be a very limited and careful process. Or we should give up Federalism altogether.

TRUTH

Truth is not always obvious. We are often forced to reserve judgment on a supposed ‘fact’. As long as this happens in areas not directly in our path, we can mentally weave our way through with little discomfort.

More and more of these ‘facts’ are now directly in our path. We are forced to take a stand in spite of the absence of support for those ‘facts’ or markers that suggest whether or not we should believe. When something more than one in six supposed ‘facts’ is actually a lie, a threshold is passed and our non-ideological reaction is confusion and withdrawal.

Scam callers can now mimic your area and exchange codes and change numbers with each call in order to disguise the fact that they are scammers and avoid the “do-not-call” registration of your number. The result of the bombardment of robot and scam calls is that we no longer answer our telephones if the caller is not a known contact.

The same logic dictates whom we will listen to. All unknown voices are filtered out. We only listen to a limited number of persons and they control what we believe to be truth. Internet search engines intensify the segregation of ideas by choosing to lead with the popular orientation we have previously opened. We hear and read only one opinion on a public interest question.

We become ideological, believing the ‘facts’ and opinion that we are being fed are the truth.

When one candidate consistently lies, the other responds with his own lies. Inevitably, nothing said in political advertising is truth. But, if we have become ideological, we believe every word from the voices of our chosen orientation.

If candidates were required to prove their claims and provide complete context and subsequent clarification, the positions of the candidates would be revealed and our vote could turn on non-ideological considerations.

However, don’t expect any improvement as long as political parties control the election process. They want us all to be confused, ideological and hunkered down at home, coming out only to vote for their candidates.

Politics is always **only** about winning power and any lie that increases the chance of gaining power is not just acceptable, but mandatory. Liars win.

Democracy was not supposed to have this result.

TRADITION

Traditions focus our attention on better times, clearer expectations and joy. They are an attempt to escape to simplicity. And they hide reality.

Institutions try to normalize their actions by always referring to precedent. Precedent is the ultimate tradition. But if the world is much different from the world in which the precedent was written, or if the precedent was wrong or is now wrongly construed, how can the error be reversed? Only by ignoring precedent and tradition. Precedent is a cop-out for thought.

American institutions are broken. So many interlocking structures are broken that fixing just a couple of the major problems will have a result that is only incrementally better and leave many inadequate mechanisms in place. When a building is in that shape but has great ‘bones’, you do a rebuild. Tear out all the broken and worn parts and build new inside the outer walls.

The world is much different than it was in 1787. There have been many advances in technology and communications. The founders would have written a Constitution with more citizen involvement, if they were writing it in the 21st Century. Increasing citizen involvement can only happen if political parties are removed, allowing citizens to directly interact, independent of ideology and without barriers to participation.

Technological advances can be applied to the responsiveness of government. For example, health care and immigration have needed new approaches for many years, but what has been done is both inadequate and wrongly focused. Masking tape needs to be removed, the wounds cleaned and stitched, an IV run, and new bandaging applied to both systems. We can replace human hearts and lungs once a patient’s condition is stabilized. It should be possible to replace these entire systems.

Mechanisms to promote responsiveness are on display in the commercial world. They involve personal access to and control of your file, on-line attention or servicing and scheduling of appointments, tele-health, mediation of disputes, clarity in terms and conditions, guarantees, timeliness monitors. Those measures of responsiveness and many more need to be copied by government; remembering that each person is unique. Each needs a unique, timely response.

The procedures of legal enforcement should be the same regardless of who is doing the enforcement and who is being arrested and where that event takes place. The idea that arrests can be different is un-American. And all civil disputes should be treated fairly and equitably during the initiating stages.

The institutional and attitudinal barriers to equity of initial treatment must be removed. BUT the outcome (sentence or jury verdict) must reflect the individuality of the event and the person charged or awarded.

Government needs to monitor itself. It must be continuously aware of its performance, its agility, the optimization of its processes, its customer scores. Failures must be addressed and corrected when identified.

Traditions are nice to have. They (and precedent) should not be allowed to get in the way of improving current performance.

POLITICS AND PSYCHOLOGY

Psychology is three parts snake oil and one part common sense. Its principal problem is the certainty with which its conclusions are expressed. It is not mathematics with a certain answer, nor science which yields its truths to research and experimentation. It is intuitive understanding of ethereal feelings.

Humans have tendencies and the ability to go against those tendencies in some situations. Avoiding emotional confusion by knowing the tendencies and sticking close to them should be one of the borrowed tools of human life, like a rope to be used while mountain climbing.

Education that avoids opportunities for the students to practice introspection with constructive results is a failure. No human launch is complete unless introspection is practiced and learned. It is the basis for all decisions you make anchored in a sound understanding of the choices and yourself.

Politics is the art of managing the most immediate of human tendencies: fear.

Fear is the feeling that keeps you glued to the launch pad, unable to decide and willing to let others decide for you.

Politics enhances fear in order that you will surrender your right to choose to someone who pretends to hold the same views that you hold and will therefore make the same decisions you would have made. It is the foundation of the concept of Representative Democracy. And it is also the foundation of Fascism and Communism – the one-party state.

America began its Federal government in order to avoid the confusion of Confederation and have unified relations with other countries, not 13 different relationships with others and 12 more internal relationships, all potentially different.

Today, government involves itself so thoroughly in our lives that it is once again a morass of confusions and fear. We are forced to trust political parties to make decisions for us, hopefully decisions that leap over the confusion.

Politicians don’t want to explain what they will do. Instead they point out the things you should be afraid of and the wrong-headed tendencies of their opponent. So you vote against that opponent and fling yourself over the cliff holding onto hope and a string unraveling from your leader’s coat.

KNOWING

We learn by reading and listening. This is traditional learning – methods we learned in a school. Once in a while we learn by experiencing or exploring. This is the non-traditional learning style we were expected to develop as we matured, but were never taught.

Truth is all around us. Reality is all around us. But we are also surrounded by lies and misinterpretations and inadequate experiential/explorational learning. All of those untruths circulate in what we read and hear with the same power as truth and reality.

Knowing the difference between reality and untruth is a life’s ambition. It is possible only if we apply the untaught learning style of experience and exploration.

You have felt it many times. Something you read or heard just doesn’t sound plausible. It doesn’t match your experience of that type of event or that kind of person.

Learning to trust that feeling is a key element in the release of creativity. It is only when we reject conventional wisdom that we can embrace an alternate explanation of reality/a RATLed truth.

There are people who drive conventional wisdom. They don’t create it, but they do grow powerful spreading it. They wrap themselves in it and then rise above the smoke and mirrors like some genie released from his bottle. We call them politicians.

Their helpers create the lies, manipulate truth and hide reality in spin and twisted explanations. The point is for you to believe that the politician knows more than you do and has your best interests at heart. He has the power to do good – for you and your family.

Politicians join political parties. It is the only way a politician can be elected. Past politicians, now long dead, set it up that way in order to control the transfer of power from one generation to the next. They call it Representative Democracy. You should call it manipulation.

To sell their manipulation as truth, the political party takes your wishes for a better world and weaves them into the fabric of their lies called a platform. You are told to believe that the only way your wish can be achieved is by doing what the party suggests, electing their member politicians and believing the strain of conventional wisdom contained in their platform – their ideology.

Knowing is understanding their mechanism and disbelieving the ideology it creates. The Emperor has no clothes.

YOUR IDEOLOGY

It is night. No moon. Inky blackness. A solar-powered path light is in your hand, held overhead. Another is in the ground ahead, then another, marking a path through the frightening unknowable.

Each path light is a concept you have learned and accepted as a basis for your decisions. They came to you as your personality developed through schooling, your family and friends, the books and movies you consumed, your experiences.

At some point, you chose a religion or to not believe, and chose a political party or not to believe. Your ideology was fully formed by the osmosis of belief, or remained open to your choices of random concepts. An entire path of lights led safely through the unknowable or not, depending on whether you accepted those beliefs wholesale.

Here you now are. An ideologue. Ready-made ideas that reverberate with the sermons, television ads, social media feeds and fliers that arrive in the mail. You belong to powerful groups and your role is to spread the good news. It is comforting to know that you are ahead of the pack. There is no reason to disbelieve.

Or you are still incomplete. The marked path is wrong. You face choices that require understanding but your knowledge is limited. You must rely on concepts that occasionally conflict. You must live alongside the powerful formal groups that surround you and press against you. It often feels as if you are alone. Outcomes are nearly all chance, a lottery.

91% of Americans believe in some form of ideology. Only a bit more than 8% are willing to conceive of alternatives to others’ beliefs, the sum of the osmosis that drives the 91%.

This monograph is directed to the 8% with open minds and those few among the 91% whose conviction has weakened enough to find a new idea ‘interesting’.

HUMAN RELATIONSHIPS

Some psychologists point out 32 personality types and provide tests to determine which you might be. The following site has a modernized, intuitive and open version of the once-discredited methodology. (<https://www.16personalities.com/personality-types>).

No matter what type you might be, your relationships are often about how you see yourself reflected in the other person’s reactions to you. Who do they think you are? When they ‘get’ you, you want to expand the relationship. If not, you want to move on.

But what did they see in your reaction to them? Did you ‘get’ them?

Nearly all of us hope to be successes. The most important success is in interpersonal relationships.

Knowing who you are allows you to subtract your reflection from your understanding of the other person. It is the only way to see who the other person truly is; to really ‘get’ them.

Your close relationships are based on knowing the other underlying person while retaining the obligation of love toward them, regardless of whether they see the real you.

The closest relationships are those where both see the real other: reflections are subtracted for both and love remains.

Obviously, finding that perfect relationship in a spouse is the key to the happiest of marriages. Most of us never do. What we uncover in the other person after some years is not what we hoped for, or *vice versa.*

A turning point is reached. We may believe that personality is a permanent condition. Certainly, if you do not understand yourself, you cannot recognize your faults and cannot strive to fix them. The relationship is sacrificed.

Friendships are less complicated. No household to split, no children to hurt, no daily reminder of the injuries inflicted. We simply walk away. This is also why affairs often seem the better choice.

But success is possible and personality is not permanent. The first step is understanding yourself.

It is called introspection and can begin with honest answers to the on-line analysis noted above. The beauty of its approach is the lack of certainty. It places you on a scale from 0-100 rather than solely in a category greater or less than 50.

NARCISSISM AND IDEOLOGY

Narcissistic personality disorder (NPD) involves a pattern of self-centered, arrogant thinking and behavior, a lack of empathy and consideration for other people, and an excessive need for admiration. We often describe people with NPD as cocky, manipulative, selfish, patronizing, and demanding: a perfect politician.

The confluence of NPD, ideology and the politician role in society is natural and self-selecting.

Our role in uplifting NPD politicians to leadership roles is not natural. It is a character weakness fueled by our own low level of self-esteem. We look to all leadership as the means by which our group will rise in importance because we do not trust our own abilities to merit that importance. But when we act for a group, we are no longer treated as an individual.

Political movements have always stressed the role of leadership and placed followers in the role of cannon-fodder. The idea that the ‘common man’ has a limited understanding of complexity underlies this assignment of roles and is continued by education policy. Ignorance is bliss for both the ignorant and their unchallenged (and smarter?) leaders.

A political philosophy that champions ‘common wisdom’ must begin with a different view of Man and reject all ideology as an attempt to control and manipulate.

Because the political parties control elections and the candidates must distinguish themselves from their opponents, elections are about ideology and perceived personality, not issues.

For us to change that reality, we must begin by raising our self-esteem, creativity and ability to understand personality.

RELATIONSHIP TO POLITICIANS

Politicians are too distant for us to develop a personal relationship with them.

Instead, we have their words and their actions. Understanding them based on what is reported in the news or by political advertisements is impossible. So, we vote against the less desirable, not for what we desire in a politician.

We rely on stated positions and voting history on a short list of our own desires; not the complete ideology, but pieces of it that match our major concerns. Their personal history is much less concerning than their positions on our favored issues.

Representative Democracy was meant to distill the concerns of the whole people into the persons who could represent the best parts of us and carry our concerns to solution. It has failed. Our representatives are not the best of us and are so lacking in creativity that problems are seldom solved, merely pushed to the future by a management process.

Government has become so involved in so many aspects of our lives that the simple concept of representation that the founders depended on in the Constitution’s design can’t possibly be performed effectively.

The problem is deeper than political parties. Parties are merely the means to mobilize voting blocks after winning elections based on ideological choices. The real problem is that representational democracy does not work when the government sets unchangeable rules for all aspects of our lives.

But modern communications and database technology holds the promise of a workable alternative.

Solving problems begins with understanding them. While you may be an expert in a certain area, you are obviously not an expert in all, or even many areas. A mechanism for solving problems should recognize that reality and not ask for solutions from those who don’t understand the problem or those who have already made up their minds by joining an ideology.

This is remarkably similar to the manner in which we confirm judges. We ask that they interpret the law as written, so our confirmation hearings are designed to determine if they are knowledgeable and unbiased. Those two characteristics should be the primary measure of those whom we ask to solve our problems with ‘good’ law.

Finding those persons who can creatively address the problem of immigration in collegial debate, for example, is what Democracy should be about, not partisanship and imperfectly-perceived personality.

Bias, ideology, ignorance and lack of collegiality should disqualify any potential problem-solver asking to be our representative.

PICKING PROBLEM-SOLVERS

Formal groups cannot be trusted to solve problems. Their organizing basis is bias and ideology, not open-minded, collegial creativity. No formal group operates without developing its own approach to a problem, which may even be at odds with its members and certainly limits its ability to consider alternatives.

Not only should Citizens United be reversed, but all formal groups should be isolated from the entire problem-solving discussion.

Problem solvers share certain personality traits and mental capacities that fall in five ranges between two absolutes. Certain skills measured along those ranges lead to enhanced creativity when engaged in problem solving activity.

Choosing someone to solve society’s problems without knowing whether they have no bias, are creative and have the ability to meld many ideas into a creative solution is irrational.

Choosing someone to solve (for example) a military problem without any knowledge of military structures, organizations, strategy and tactics, and mind-set is equally irrational.

We have traditionally used Commissions to investigate an unfavorable past event in order to suggest solutions that will avoid a recurrence. What is needed are Commissions to investigate **the future** by identifying and suggesting counter-measures to those vulnerabilities in each of 100 different areas of social, economic and political function which will cause or are causing the next or current unfavorable events. (the previously mentioned on-line suggestion boxes will provide the areas with vulnerabilities)

The Commission members need not be officially appointed. In fact, the more members who qualify by knowledge of the subject, willingness to be creative and lack of bias, the better. They are the source of problem definition and then solution.

Eventually, the Commission, meeting verbally over the internet, will develop trust in the representational capacity of certain members. Those persons can be nominated and elected to an unspecified-sized Executive, who meet and exchange views that smooth and refine the output of the entire commission orally.

Each Commission Executive must discipline its verbal communications space on the internet and also remove members of the Executive who display bias, ignorance or lack of collegiality. Votes of ‘No Confidence’ should occasionally be used by the entire Commission membership to force the Executive to reach a decision or be disbanded.

The point is: change is constant and Representative Democracy is not (by itself) well-suited to managing change. It is not the type of structure we should expect to create insights or act on insights with creative solutions.

THE CREATIVE PERSONALITY

|  |  |  |  |
| --- | --- | --- | --- |
| Assertive | Advocate | 1.88% | tireless idealist |
| Assertive | Architect | 1.51% | imaginative planner |
| Assertive | Logician | 2.13% | innovative inventor |
| Assertive | Mediator | 2.99% | altruistic storyteller |

Although these are stated as types, the reality is that they exist as a combination of points on five ranges of personality, measurable only with honest answers to probing questions.

These four personalities are most likely to employ intuitive creativity while participating in bringing a group of unrelated people to discovery of a problem resolution. Each brings a different strength to the creative process. Working together, without leadership, they can solve any problem. They represent the percentage of the total US population noted and in total are only 8.51% of the US population. Nevertheless, this is approximately 20 million adults.

The other 220 million adults can also be creative, but they don’t do so without prodding and an appropriate forum. They need to be led to the concepts of creativity after abandoning their ideology.

The creative personality thrives on feelings, intuition, imagination and the pursuit of ‘what if’. They consult the right anterior temporal lobe (RATL) first, rather than digging into the database of what they know or believe and have been taught, stored in their prefrontal cortex.

In our personal lives, decisions have serious consequences: Who to go to the prom with, what truck to buy, who to marry, in which neighborhood to buy a house, where to retire.

The decisions of the government are more distant but often more consequential: going to war, changing tax rates, funding by borrowing, immigration policy, race policy, etc.

These decisions have been made by ideologues we selected without truly knowing anything about them except the name of their ideology. But since ideology does not contain the answer, the decisions our country has made are neither creative nor effective. The pandemic proved this unequivocably.

If we are to be able to anticipate change and prepare for it, we need to employ new mechanisms and new technology. The government we have created for America is structurally incompetent and cannot be reformed with traditional methods or by traditionally-oriented ideologues.

Looking to the past for answers will help you avoid a repetition of the exact same problem. But problems seldom are exactly the same. Only anticipation can identify a future (different) problem and only creativity can suggest appropriate and effective preparation for it.

<https://news.mit.edu/2020/physics-fusion-studies-0929> This article illustrates how new technology is improving the creative process in energy production. The MIT machine was not possible 5 years ago. It could be imagined, but could not be built.

Politics is about people problems and far less complicated or dependent on machinery than science problems.

CRIMINALITY VS. WELL-ROUNDED PERSONALITY

There is no criminal personality in the Neris structure called “16personalities”. Although you might see certain traits as broadly-recognized character faults, they are also strengths in many situations. Virtuoso and Entrepreneur personalities, for instance.

Criminality instead appears to be a function of limitations in the development of a well-rounded personality and the role models available to fill the holes in that complete development. The process begins in childhood, thus should be offset during childhood.

Once adulthood is reached, limitation is best achieved by removing opportunity to profit from criminality. Redemption that only substitutes acceptable income streams is often not effective long-term, because that limited income will include limited opportunity to earn the respect of peers.

Education bears much of the responsibility for avoiding criminal outcomes; both as trainer for acceptable income streams and for providing well-rounded personality development. But, obviously, education happens 24/7. Schools are not the only educators and both parental roles need to be modeled.

Education that looks to the past for facts to be memorized is not motivational, nor does it develop well-rounded personality. Currently, when a hurdle is encountered and the student needs special tutoring to match the progress of the more intuitive and better memorizers but it is not available; the student falls behind never to recover. Soon the entire school experience is seen by that student to be negative and irrelevant.

The appeal of a criminal income stream to a failed student still wanting the ‘fun’ and romance/sex partners associated with success and respect cannot be understated.

Once a criminal record results, turning back to traditional behavior is further limited and potentially out of reach. Criminality becomes a career.

Education must be measured by other methods than tests of memory. An alternative would be development of well-rounded personality. Maturity, empathy, trust, respect for truth, fairness, honesty, reliability, kindness, responsibility, loyalty, self-control, curiosity, creativity, ability to express appreciation, sensitivity, patience, persistence and versatility are all objective measures that could replace factual knowledge. Tests of those and other skills would be a better measure of an aspiring adult’s ability to succeed.

Computers rule the world. Few occupations don’t require some ability with computers now and all will do so in the near future. Students must become familiar with computers before entering formal schooling and become masters of computers before graduation from grammar school. All students should have one at home and a speedy connection to the internet.

If crime doesn’t pay, because anonymous currency has been removed from the marketplace, alternative means of achieving success and respect are necessary and must be taught along with personality development and computers.

PERSONALITY DEVELOPMENT

Personality grows from experience and exploration. It is not learned in any school. It comes from within the child. It is released.

We think of events as things to be controlled or managed. A child has little control and no management skills. What happens to them is a release of a natural reality – a bowel movement or urination.

When a child begins to control his bones and muscles enough to crawl, then walk, then run; it is a release of energy that propels him across a room at speed. There is no objective or purpose.

It is a parent’s role to channel that energy once the child chooses the area in which they will direct their effort.

Wolfgang Amadeus Mozart chose music and his parents provided the keyboard and violin and basic instruction on their use. By age 5 he was already composing music and all of the music left to us by him (and who knows how much more that has been lost) was written in the next 30 years.

The child can understand the physical activities of their bodies. They are explainable by example and imitation. The operation of their mind is a mystery. They must be helped in order to understand.

That understanding begins with an unstructured post-dream discussion about dreams. Understanding the physical origin of dreams allows the child to experience them without fear and, ultimately, to learn from them.

Dreams are, of course, nonsense. The prefrontal cortex is not consulted during dreams, so reality can be overcome by imagination. Dreams are cartoons filled with impossible situations and outcomes.

The importance of dreams is solely in the release of imagination, not the content or some manipulator’s ideas about their meaning.

In REM sleep, the dream is more vivid and memorable because imagination is in total control, reality is completely abandoned. What you see and do can have a physical result and some dreams have that purpose – a physical release and relaxation.

Most dreaming is like the startup routine of your computer. Your mind is emptied of its cares and concerns as you fall asleep, but lingering memories can wake you and disturb your sleep. They must be wiped from consciousness and stored for future use. That wiping is not always complete the first time, so several sessions of REM sleep are necessary to test that it is complete and that imagination has free rein without the interruption of reality or memory.

Once the wiping is complete, your mind is either enjoying the equivalent of elevator music or a cartoon where you are the principle player and events are seen from your perspective. The mind, like the heart, never sleeps. It needs stimulation, but it also needs rest.

Explaining this to a child helps them to begin understanding their mind as a tool rather than a controller. This is the most important experiential learning in life. Each of us is the master of our mind. We determine what it thinks and how it decides. We are the director of our orchestra.

OUR PERSONALITY ORCHESTRA

All of our capabilities are the orchestra of our being. It can play music or make noise.

There was a bandstand on the square of our little town. It was just across the tracks, some 100 yards at most, from our front porch. The local musicians warmed up to a cacophony of sound, then played a few tunes every Saturday night except in Winter.

Our personality is similar. It needs to be warmed up, tested and tuned. This happens in childhood, of course, but it should also happen for our entire life. We should never be satisfied with who we have become or the sounds we produce.

A child needs to internalize both his role as director of the orchestra and the expectation that practice will yield improvement toward the goal of perfection that is never reached.

Obviously, we peak physically at 18, and can be trained physically to extend that peak to 30 or so, but after that the physical path is all downhill.

Mentally, we should not accept the notion of a peak. Imagination has no peak.

Because it is not the ability to absorb information or to speak that is the measure of mental capacity. It is the ability to discover order within disorder.

To discover order, we need to be attuned to it. That only comes from learning to play the instrument of imagination.

It is the instrument of imagination that created both the American personality and the government a group of American persons designed to manage the land they occupied and its relations with others.

That Constitution was a composition, like one of Mozart’s. All the instruments playing together, each to its own capability, but producing something new from the blending and melding of sounds.

The ultimate outcome of playing imagination is the composition of something new and valuable.

The belief in the existence of a path to improvement/to a composition is why our ancestors came to America and why it was initially so successful.

If we have lost that belief/ability, it is because we no longer play the instrument of imagination.

If we are not the composer for our orchestra, we become a victim expecting victim-hood.

IS PERSONALITY THE PROBLEM?

Many view Americans as blowhards. That has always been true. We have traditionally held a high opinion of ourselves and our country.

The American personality, if it exists, will contain an emphasis on pioneering: striking out for a new destination or a new concept in spite of the odds, and with confidence. It also means less attachment to the past and traditions. American culture is created by current fascinations. It depends on imagination and the concept of destiny, which an American expects to reach with focus and determination.

When that reality is not true and that opinion of ourselves is not deserved, we indeed do deserve the label blowhard, and worse.

The American personality created institutions that matched our personality. They purport to act with controlled independence, but they do not have human personalities. Those institutions are not limited by human-ness. They act like the machines they are, rather than with empathy and self-control.

To that extent, the American personality is to blame for the change in our reputation from admired Republic to despot in the eyes of many people.

The solution is obvious: American humans need to regain control over American institutions.

How do we do that? The premise of the Constitution is in the first three words: “We, the people”.

We are meant to be in control; not as formal groups but as individuals. We gave the government its power and we were meant to direct it and limit it in accordance with basic principles we held to be “inalienable rights”. Those rights only belonged to citizens, but could be extended to others by law, or taken away from them by law. They can never be taken away from citizens or limited in any way.

So we must remove the rights of formal groups and prevent them from using American Public Institutions to further their interests, their power, and their money-grubbing.

To begin doing that, we will have to choose if we should follow leaders or ideas; the ideology of formal groups or the creativity of individuals.

IDEAS OR LEADERS

Who should you believe? What should you believe in?

The road to a well-rounded personality is not a straight line. You sample new things in order to be able to reject some and incorporate others into the person you will become. Experiential and explorational learning is trial and error, not blind faith.

Compare that with learning at school, and, unfortunately, at church and in many homes. You are expected to memorize the correct answers, not understand them or express your own ideas. The goal appears to be creating you as a parrot, knowing many things but understanding few.

The style of education you absorb depends on how your teachers/parents taught you. Did they give you alternatives, along with their strengths and weaknesses? Or did they give you the correct answer and the names of a few leaders who believed in the efficacy of that answer? If there was discussion, did it always lead to the conventional conclusion.

Teaching your child how to choose and giving him or her plenty of opportunities **to** choose is the only way to develop a well-rounded personality within them, the fulfillment of the experiential-learning person who came out of the womb a blank slate.

Pursuing that goal leads through the choice of whether to believe in ideas or in leaders. Ideas are like seeds, they grow and naturally propagate. Except that ideas generate new ideas/plants of different species. Leaders are plastic plants, pretty and lifeless.

If you are successful in developing a well-rounded personality in spite of the challenges, you will find yourself surrounded by those who learned to believe, and the parrots. Serious discussions with them are impossible. They chant maxims from the playback mode of their tape-recorder brains. They can’t hear you.

Perhaps the isolation from friendships is why you decided to become a parrot. Having other parrots and believers as friends may have seemed the correct choice. Go with the flow.

Now you have children of your own and hope they have a more complete life and brighter future than you have had. How do you ensure that outcome? Are you even equipped to be a part of their education?

CREATIVITY AND ITS OPPOSITE

If you are good at following instructions, staying on the path, playing by the rules, and a job that requires those things; you may think you are not creative.

Living your life along the well-marked path has never challenged you to see and want to understand those things not on the path. You are content with what you have and do. You are fulfilled. The excitements of discovery and innovation are over-rated.

Opportunities to try something new come to you from friends – “try this recipe for banana bread with sour cream in it.” If it works, it becomes your new and preferred banana bread; if not, keep the old stand-by.

When the recommended restaurant is noisy and crowded on a night when you preferred quiet reflection, it goes on your list of things to be avoided. The food wasn’t that great anyhow.

The watchword of 21st Century life in America is convenience. Things come to us in prepackaged form: pizza, doughnuts and coffee, meals at a drive-thru, sports on TV, service for our vehicle, service for our home, the route to work, the work itself.

You have become predictable. That predictability is the opposite of Creativity.

Then, one day, the predictable doesn’t work. The rules have changed. The service is closed. Your body is no longer capable of certain steps in the process. You are frustrated and confused. You are thrown back to self-reliance.

The essence of self-reliance isn’t knowing how to do the things your service used to do for you exactly as they did them, but finding some other way to do what needs to be done. Searching for that other way opens the door to Creativity.

Barriers to Creativity surround us, convenience surrounds us. Lists of things to be avoided surround us. The opportunity to create is a narrow opening inconveniently placed. Finding that opportunity is a struggle we hope to avoid, except when it is unavoidable.

Unfortunately, we don’t know how to be self-reliant or to create. They weren’t taught and the opportunity to learn by experience and exploration passed us by unnoticed.

Consciously searching out those opportunities to be self-reliant and creative is a life strategy. It is preparation for a life that isn’t on the well-marked path of convenience.

As a parent, it is an obligation of your love for your children to provide those opportunities to them and some coaching. You cannot anticipate what their lives will be like.

We haven’t adequately prepared our children since the 50’s. Those youngest generations are vulnerable because of our parental failure and the overwhelming convenience that makes self-reliance avoidable.

CONVENIENCE

Unless you have lived in a developing country, or in the US in the era before television, you probably do not fully understand what I mean by convenience, Convenience is all those things that come to you or which you can enjoy after a short transport ride or walk.

News comes to your ears and eyes on radio and television, you don’t have to read it in a newspaper. And it comes in many flavors; choose whom you agree with and ignore the others. We used to go to the coffee shop to read the newspaper and exchange gossip and opinion.

Entertainment comes via cable or services. All varieties of music, movies, TV series, documentaries and reality are available on 500 channels 24/7. We used to invent our own entertainment.

Shopping on-line or in a mall brings so many brand choices and prices that services are needed to route us to the best bargains and most convenient shipping to our home. We used to make a trip into town on Saturdays.

Your home is protected from most perils by insurance that is required by your mortgage, and multiple agencies are available to treat your lawn, kill the insects, manage your pool, service your appliances, keep the garage door and air conditioning working efficiently, etc. We used to carry pails of water from the well and armloads of wood from the woodshed.

Your city handles water, garbage and stray animals, the gas company provides gas, if needed, and a host of gasoline/convenience stores keep stocks of what you need handy at all hours. You can buy dozens of lottery ticket types and bet on the horses and sports online.

None of that is possible in a developing country, or was possible here until after WWII; most not until the last 20 years.

And it means that self-reliance is no longer a required attribute for survival. Anyone can survive once they find an income. Jobs can be found on job boards. Recently, unemployment was at historically low levels.

You probably think those are all things to be cheered. But they also represent things that have changed the traditional American personality.

We no longer help ourselves, we pay someone to do for us; then spend that saved time unproductively.

If we spent it on developing our family, I would applaud it. If we spent it teaching our children, I would applaud it. If we spent it understanding ourselves, I would applaud it.

PARENTAL OBLIGATION

This is the conundrum: control your child or teach him or her to control themselves? Membership in conventional society or self-reliance?

Choosing is a learned behavior. Making bad choices is inevitable. Choosing not to learn what the process of choice requires is the worst choice of all. Is that what your parents chose for you? Is that what you will choose for your children? Or will you teach them how to choose?

In the 1950’s and before, life was simple for both a parent and a child. Nearly all of us had two parents who were committed to sticking together in spite of difficulty. Distractions were few, movies championed the hero, TV was situation comedies about functional families. Duties were clear and unchallenged. Progress was inevitable and we were expected to not just keep up, but contribute.

Experience was the great teacher. Boys had paper routes and lawn-mowing jobs. Girls learned to babysit, cook, sew, wash clothes and help mother. Socks were darned, holes in knees patched with iron-on patches, faded clothes dyed. Thrifty was an adjective of approval rather than a nice way to call someone a penny-pincher.

Choosing was an essential skill and self-reliance was the goal.

We cannot go back to that past, but we can take lessons from it in order to build a strengthened future.

If a child cannot choose, they are not self-reliant and will never step off the marked path in order to create.

Instead, they will become an acolyte of one of the popular ideologies – no thinking required, no reliance on a self they know is not up to the task; follow the path to acceptance and success in some bureaucracy.

This is the risk-free public life that they then offset with risk-filled private lives – drugs, alcohol, tobacco, stunts, minor criminality, partners parents wouldn’t approve, unprotected sex, gun ownership, gangs, etc.

Call it yin and yang. What it means is that most children need to feel opposition and a striving to break out. If you encourage and support creativity as the means of that opposition, they will form a self-reliant personality. If you try to control that feeling of opposition, they will form a self-destructive personality.

Consistent failure is your child’s future if you let them leave home unprepared to deal with inadequacy; not knowing how to choose. That education must start as soon as they begin to crawl.

Never say ‘don’t’ without explaining why. Never say ‘don’t’ when the object of the activity is safely gaining useful experience through exploration. Experience inconvenience together. Be self-reliant together.

THE ORDERLY MIND

Training a child to keep an orderly room may seem counter to the objective of creativity. Doesn’t disorder stimulate creativity?

Before the child can recognize that some piece of reality is out of order, they have to understand what order is and how to recognize it in what their senses experience.

Many things we experience are disordered, but some of the disorder is actually a hidden order that we have not yet learned to recognize.

Mendeleyev’s creation of the Periodic Table and Loewi’s experiments on the transmission of nervous signals through chemical messengers are two of many examples of the discovery of the hidden order of things. And both happened after a period of REM sleep that cleared their minds enough to approach the problem with new insight – a RATL.

Unfortunately, the newly-accepted rule of privacy as a child’s right undermines the training opportunity of keeping an orderly room. It is one of many changes in the conventional rules of parenting that have had a negative result in the child’s character and personality development.

Random bits of reality flow through the child’s disordered conscious mind without finding a place which relates that fact to all the other facts which have been remembered. Without learning to keep an orderly room, the child is unable to recognize that he has a disorderly mind. The child does not recognize that his random storage method is counter-productive.

Losing things and losing learnings both happen because of disorder. Hours are wasted looking for them, or the child learns to accept the gaps that refuse to tie various learnings together into a conclusion. The lack of a method of forming conclusions and the absence of conclusions themselves ultimately leads to not trusting his ability to understand and choose. His motto becomes ‘Follow the leader, do not trust yourself’.

A child who doesn’t learn to keep an orderly room cannot be creative because he hasn’t learned to rely on himself. He remains inadequate, and he knows it. His self-confidence is bluster, and he knows it.

There is a chain of failure that begins with natural inadequacy – disorder – misunderstanding ideas – inability to choose – lack of self-reliance – going with the flow, bluster and a leader – ignoring creativity.

Effective parenting breaks that chain early in its development by teaching the child to overcome disorder, to develop responsibility for themselves.

RESPONSIBILITY

Being responsible is an outcome of practicing self-reliance. You cannot act responsibly if you don’t know what to do and don’t trust your trained instincts. Like the victim in some horror film, you stand there screaming.

The alternative to screaming in fear is acting. Acting productively only comes from self-confidence and a sense of responsibility for yourself and the others depending on you. It is a learned behavior.

This is not taught in school, or, if it is, it cannot sink in. Watching Harry Potter, for example, won’t teach that you must be trained for self-reliance, or provide opportunities for you to exercise that skill, regardless of Harry’s example.

Self-reliance is a learning experience that teaches responsibility for your own actions. It happens in real time directly upon you, not on a movie screen to someone else, and not in a classroom. It is a distillation of experience and exploration into the drivers of your personality.

Perhaps the most important thing to know in order to be self-reliant is what to remember. Brains don’t have unlimited storage capacity. You cannot possibly remember everything you’ve ever heard, seen, read and experienced. The functional photographic memory is a myth. The person who can remember many things with photographs has not analyzed the photos to determine their meaning. They are stored as flat pieces of paper – two dimensional, empty facts.

School often consists of late nights trying to remember what has been taught in order to regurgitate it on a test. By the following week, it is mostly forgotten and will never be needed. So what was the point? College Entrance Exams are not a reason to abuse your memory or mind in this way.

Instead, the first, responsible action of any teacher must be to establish a goal of promoting self-reliance. This only happens when students understand choices and never results from memorizing facts or the conclusions fed to them in structured discussions.

Only unstructured discussion leads to moments of epiphany about a subject and those are the only moments in a classroom worth remembering.

The weakness of the latest generations is that they have self-confidence without the self-reliance on which it must be based in order to be genuine.

Trying to practice creativity when not self-reliant leads only to fantasy.

USING CREATIVITY

Creativity is a state of mind in the self-reliant when daydreams are about the means and path to a problem solution. Those who are not self-reliant only daydream about being in their fantasy. It is the difference between Disney’s Tomorrowland and a camp where new technologies are explored and expanded upon, something like Space Camp on steroids.

The first step, then, is developing self-reliance; gaining confidence in your abilities to maintain yourself by actually maintaining yourself rather than being dependent on the conveniences of the 21st Century. Try to imagine how you would perform the tasks being done for you and find other ways to do them.

Secondly, accumulate as much information as possible about a desired outcome. What are the pre-conditions needed? What hurdles need to be overcome? What related fields need to advance first? What equipment needs to be invented? Example: Solar energy cannot provide electricity at night unless new battery technology is invented, developed and built.

Thirdly, get some REM sleep.

When you wake, don’t get up. Stay in bed and let your mind continue the dream your RATL was having when you woke. Be creative, but try to avoid fantasy. Don’t allow reality like alarm clocks, obligations and your housemates to interfere. Don’t force the experience, let it happen. Move the dream to the problem, incorporating it into the ongoing daydream.

Imagine it solved, then back slowly up to the point it was solved and imagine the means and path by which the solution appeared. You are creating! You are in touch with your right anterior temporal lobe (RATL).

Don’t be concerned if the first dozen times don’t result in a workable solution to your problem. Edison guessed that it took 1000 steps/not-mistakes to invent the light bulb. That was undoubtedly an exaggeration, but it reveals the persistence necessary in order to achieve success.

You will know you are thinking with your right anterior temporal lobe (RATLing) when you cannot remember the logic leading to the conclusion. The right anterior temporal lobe (RATL) has no memory and cannot remember dreams. This doesn’t mean the conclusion was wrong. Repeat the experiment and transfer the steps to the prefrontal cortex’s memory or paper.

EMOTION

Emotion is a prefrontal cortex activity. It is an instinctive reflex.

Logic has no role in emotion. The brain gives control of the body’s actions to the prefrontal cortex, and physicality. This is the mental process by which we both procreate and do harm to each other.

That harm is expressed in physical acts and prefrontal cortex speech. Anger and a sense of inadequacy often leads to a desire for support, concluded, when successful, as a conspiracy.

Example: often, the act of infidelity is simply enrolling another in a conspiracy against one’s spouse, or being caught up in that other person’s conspiracy.

The extremes of emotion are a form of paralysis that blocks right anterior temporal lobe (RATL) creativity and leaves you dependent on prefrontal cortex training, instincts and learning.

Children who are allowed to let emotion control them, cannot use their right anterior temporal lobe (RATL) for creative purposes. Failing to train your child to reject emotions in many situations and control them in the balance, subjects them to a life of ups/downs and inadequacy/conspiracy.

A child who can control his emotions may then use the power of their right anterior temporal lobe (RATL) to fashion a response to that emotion which is productive and innovative.

Learning that mental gymnastic develops an adult who is mature, reliable, creative and open.

Unfortunately, the opposite is also true. Responding to emotion with prefrontal cortex thoughts and physical action leads to immaturity, unreliability, single-track concentration and offensive responses.

While this may ultimately lead to criminal acts, the principal result is that the adult with these characteristics has little power over their emotions and no ability to subdue them enough to activate the creativity that exists in their right anterior temporal lobe (RATL). They cannot solve their problems.

Organizations deal with human emotions by relying on their leader’s prefrontal cortex and a physicality we call Power. It is instinctive in their leadership, but concealed in logic by its lawyers. No matter how sincere its expressions of guilt, remorse and apology might sound, the organization itself feels none of it. It has no feelings, no emotion.

GROUPS, INSTITUTIONS AND CREATIVITY

Creativity is a human activity. In most cases it is performed by an individual, although several individuals (not a formal group following a leader) may cooperate in exchanging and building on each others ideas in order to produce a melded solution to a problem they understand.

Creativity’s enemy is power, which is used to control creators and the changes creativity formulates.

Formal groups are organizations which leaders form and followers join in order to exercise power and either install or defend a particular management process. That Public activity is invariably tied to an uncreative ideology. The ideology designed it as a means of exercising power through the appeal of appearance/rather than reality and without regard to its effectiveness or outcome for beneficiaries.

Institutions both promulgate the rules around the operation of the management process and administer it in a manner that is usually not even-handed. The institution builds a Public persona.

Education (as a Public institution) becomes solely the teaching of rules and ideologies (by memorization) in order for students to effectively participate in formal groups and serve institutions.

Side by side with this Public reality, is the Private or Commercial reality. There, the life of a newly created solution is now measured in months and must be re-invented constantly in order to keep up with consumer desires and competition.

The Private reality needs money in order to keep up with its competitors and deliver the constantly changing solutions the consumer desires. If possible, it wants to slow down the rate of change in order to lengthen the life of its solution, or increase its access to creativity in order to be ahead of the competition. International Trade makes slowing difficult and failure probable.

Encouraging investors and lenders to provide money requires the creation of a Private Institution. If that institution then takes on a Public rather than Private persona, it will fail to change in a timely manner and collapse. Its solutions will no longer be what the consumer desires. International money flows make that failure happen quickly.

Confusion results. The Education institution is producing rule followers while Private Institutions need creators. Only Public Institutions are gaining ideological acolytes to staff their institutions of control.

Public Institutions can then succeed by strangling Private ones with control. Individuals will lose the incentive to create. This is the history of Communism and other control -isms.

In America, it is the clash between creativity and ideology over the functioning of Public Institutions which is determining our future success. The most important clash is in education, where current students will determine the future direction of all Public Institutions.

Solidified by the revised SAT tests of 1946. education strengthened its orientation as a standardized technique producing highly trained test-takers, and creativity was discarded as an educational objective.

Luckily, a minority of students refuse to conform to expectations and instead staff many American Private Institutions with creators. And our immigration rules encourage the creative from other nations to come here for satisfying, creative employment.

CONTROLLING THE AMERICAN POPULATION

Public authorities/politicians either believe or pretend to believe in the ideology of expectation management.

They manage our expectations of social and economic improvement by casting it as a contest between good and evil. And if they win the election, they cast the opposition as a manacle holding them back from implementing social and economic improvement.

Conversely, if they lose, anything which holds evil back is an acceptable use of political power. And if you believe that, I have swampland in Florida.

What actually is controlled is you, the American electorate. You are coerced and entreated to believe that there are only two solutions to all problems – the evil one and the good one. Both are ideologies and actually contain no solution to any problem. Believe in one or the other and take your chances.

Real solutions are found in the creativity of the American electorate. You are being repressed in order to deny us the solutions contained in your creative brain, which would probably include removing the politicians.

Ideology is power and power is an ideology. Politicians and their parties represent their ideology and live for the power it gives them to do what they want while ignoring you and your creative brain. The two-headed monster of American ideology only maintains its power if you remain ignored and vote for one of its heads.

A self-reliant voter knows that neither party stands for and will implement creative solutions. A self-reliant voter knows the choice is between two organizations hoping to control him. Neither stands for freedom or genuine choice. Neither wants our children to be taught how to choose or how to create. That education would ultimately defeat their power.

There is a chain of success that begins with natural inadequacy – order – understanding ideas – ability to choose – self-reliance – moving to your own drummer -- cooperation and self confidence – creativity.

Ideologies know the real challenge to their power will come from creativity, so they force your children into a crucible that they call education, but which wrings creativity out of them like an old-fashioned wringer washer.

Do you still wonder why the young rebel?

THE OBJECTIVE

Here you are at the train station. There is only one platform and the unmarked trains come and go quickly. You have a ticket, but it only got you into the station, it doesn’t say a destination. Which train should you get on? Should you get on any of them?

You finally board one of the trains and wander from car to car looking for a seat. The train passes station after station, each one offering a change of trains, new destinations. Someone leaves and you find a seat. Your seatmates ask you where you are going but they have no more idea than you do.

After what seems like days or months or even longer, your seatmates have changed often and begin to suggest that the destination is something called retirement. They don’t know what it is, except that it means you will get off the train and be somewhere more enjoyable. Stations begin to advertise themselves as “retirement” and you are apparently expected to choose one.

You exit the train and find that the station is surrounded by a giant graveyard. The point of your remaining life seems to be remaining in the station, checking in at the medical window, eating and playing games. Eventually, it all ends in one of the unmarked graves.

If this is you, you have begun to realize that there is a method behind the experience: some kind of assembly line and you are the product. The producer/consumer is not human, not empathetic and not prepared to let you decide anything important. It is a user of humans.

And you know, if you will think about it seriously, that the preparation before you entered the first station is what drove you to accept the experience as natural, acceptable, befitting your trained nature. If there was an alternative, you didn’t see a sign, no one suggested it, and the crush of many bodies moving in the same direction seduced you into a belief in the process.

What if you had seen a sign or slipped out of the stream of bodies? Where would you have gone?

That unmarked choice was self-reliance. The alternative to life on the trains was creative. You would have experienced choice, personal accomplishment, individuality, self-direction.

Get off the train. Get your children out of the line to the first station.

ETHICS

Ethics are defined as moral principles (standards of behavior). The fact that they are human is obvious, because non-human behavior is always only about winning. What a thing or non-human does in order to win is either natural to the species or contractual (it has an obligation to win and to minimize its losses).

What is your relationship to non-humans? How do you communicate with them? Most of it is a threat, either communicated directly or understood between you. Since they do not speak your language, communication is awkward and emotions other than fear and anger are hard to express. This is especially true of things, whose language is typified by the fine print. That language is called “contractual”.

When their spokesperson recites the fine print on-air, it is done at triple speed in a mumble voice backed by loud music. This is how they comply with a government order – and the government lets them get away with it.

You may trust your dog, but do you trust any other non-humans? Their behavior is never trustworthy.

Government is a thing, no more trustworthy than any other thing we encounter and its language is contractual, defining its obligations to you and your obligations to it. Do not look for it to express anything but fear, anger and fine print. That is the nature of the species called thing.

If you work for a thing, as most of us do or will, you are both its human representative and employee (with non-human contractual obligations) and a human with standards of behavior (moral principles).

How you balance that obligation to the thing and to yourself is the most challenging experience of life. What should Nazi soldiers have done when they heard credible evidence of the Holocaust? What should Catholic priests have done when they heard credible evidence of pedophilia?

Those are only the more extreme examples. What we experience, almost daily, is minor or distant or not our business. We let it pass without taking action. The result is moral decay – the gradual disappearance of the standards of behavior, driven not by humans, but by things and their representatives/employees who, like you, let it pass.

The alternative is change. Not change that expands the role of the government (in the hope of protection) but change that takes power from all things and returns it to humans.

Only humans can be trusted. Only humans speak our language. Only humans have Ethics.

The second step is changing human behavior by modifications to the structure of society that will minimize the appeal/power of winning.

CHANGING “THINGS”

The point of this monograph is not to identify what should be changed. That is your job. I have suggested how you might gain the power to perform that job. In addition, I would like to suggest some strategies.

The structure of our society now gives things rights, then empowers government to limit only the unlawful actions of things in certain prescribed situations – a targeted enforcement approach.

Suppose this is a wrong-headed theory. Instead, rights are granted to things in certain prescribed situations. Government spends its time making sure that things only operate where allowed and comply with the terms – a licensing approach. With 330 million of us watching, things will not be able to step out of line without being reported and the punishments can be both timely and fit the crime/damage caused.

Secondly, the license given to a thing includes a requirement to post a bond that will cover its fines and restitution as well as measure its trustworthiness. Bondsmen will charge exorbitant rates to things who constantly run afoul of the rules. That alone will run them out of business.

Thirdly, the contract issued by a thing should be standardized – all car insurance should contain the same bold print and no fine print, no matter who sells it. Companies are able to differentiate on rate, but only because they do a better job of underwriting – the selection of clientele. They can continue to compete on service.

Fourthly, the rating a thing receives from its clientele is accumulated by a licensed independent party, includes resolution information and shows both current and historical information in a graph. The ratings are boldly included in any advertising by the thing.

Fifthly, lying is the most highlighted aspect of a thing’s reputation. It stands as a bold, separate rating contained in their advertising with each instance available for drill-down to specifics and resolution.

The point of a licensing approach is to make the claims things make both believable and trustworthy, rather than provide jobs for their lawyers.

CHANGING HUMAN BEHAVIOR

Humans have rights and nothing suggested here is intended to change those rights, only the manner and environment in which those rights are exercised. But, unless changes are made in institutions, we will soon have to add ideology to the list of prohibitions of discrimination by race, gender, age, sexual orientation, national origin, etc.

The role of a whistle-blower should be an honored and protected one. Without them, the hidden machinations of things and intentional/unintentional failure to exercise due care causing harm to humans remains hidden and cannot be reformed.

However, the social result of victim-hood and blame has caused a huge growth in the public attitude of prosecutor. The outcome is ideological war. Anyone who believes in a different ideology should be jailed and false evidence in support of false charges is believed by supporters of the other ideology. Convictions result from the number of believers on the jury and the ideology of the judge, rather than real evidence. McCarthyism triumphant.

Instead, prosecutors and juries should be chosen on the basis of their ability to discern motivation. The point of prosecution should not be winning at any cost or revenge for believing in an ideology, but actual commission of a crime with intention, or lack of due care.

No employment should fail to cover the health and life insurance of families, nor fail to meet the minimum financial needs of employees and families (as measured by place where employed).

Independent Contractors should not be used for periods longer than 180 days.

All employment should be covered by standardized, bold print contracts in the employee’s primary language, and include termination rights, unemployment insurance, disability insurance and participation in retirement programs.

These stress-relieving rules along with the licensing of things, will create a society that can be modified by the re-introduction of ethics. We can demand and expect to be treated ethically and society will transform from its political/prosecutable orientation to ethical.

In an ethical society, rights cannot be ignored and behavior becomes trustworthy. The threat of prosecution is not the motivator, instead the golden rule (“do unto others as you would have them do to you”) returns as the powerful control within your personality and those of the others around you.

Political society, dominated by fear, winning and control is replaced by ethical society, dominated by trust, the golden rule and self-control.

Even things will find that ethics are a selling tool.

PRESS FREEDOM

“Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances.” Abridgment in this case means to limit, deprive or cut off a freedom.

This right of the press to not be abridged in its speech has resulted in a corporate press dominated by ideology. Economics has reduced the number of newspapers and news outlets significantly.

This is certainly not what the founders hoped for. They hoped that the press, as controlled at that time by many individuals with different views, would continue to present alternative points of view and stimulate healthy discussion of the issues.

Not limiting the press, but continuing to be presented with alternative views is no longer possible in the current environment. The press has become the voice of formal groups and ideologies, rather than the voice of individual humans.

A press that takes its direction from an ideology must report only the simple solutions of that ideology and the errors of any opposing ideology. It cannot report the complexity of an issue, so it fails to inform us when those simple solutions do not repair the problem. It fails to perform its role in a democracy.

Silencing (or limiting in any way) the expression of the views of individuals is not allowed by this amendment. However, when the press, acting as a formal group favoring an ideology, limits the expression of alternate views in its pages or segments, it is “abridging the freedom of speech” of individuals. Especially now when only one newspaper is available in most cities.

Although a newspaper or television station can and should be allowed to support its ideology in its editorial pages and comment segments, the news should never be reported from the point of view of an ideology or contain a conclusion/hint of guilt or innocence without that judgment having been made in a court of law. We are presumed innocent until guilt is proven.

Headlines and the titles of articles or the promos for segments should never be allowed to presume guilt. Too often, the urge to promote a piece or segment results in stating the headline as a conviction rather than an indictment.

Libel laws should allow for damages in these cases, including failing to give equal space to alternative views.

McCarthyism succeeds when the press is ideological: when the Press is only a “thing”.

COMPLEXITY

A Rubik’s cube is a complicated puzzle, but it does have a perfect solution. There is a way to get all of the colors on their side of the puzzle together.

All ideologies believe that there is a perfect solution to every problem and it is incorporated in their belief structure. “If only we all believe and follow instructions, the outcome will be perfect.”

Unfortunately, there are no perfect solutions to a social problem. There are only solutions that require all of us to give up something in order to get something we think is more valuable in return. We usually say this is a win-win solution, but we could also describe it as a give-get solution.

The way we currently arrive at those solutions is called negotiation. Two or more opposing sides get together and hash out a compromise that identifies who gives what and who gets what. Notice the lack of creativity in this transaction. (Can you imagine this method being used to determine how to launch a manned rocket to Mars)

These solutions are like popping off the plastic faces of the squares and aligning them manually rather than solving the puzzle. And they only work when the puzzle has a known number of sides and colors.

Social problems are more likely to be 17x17x17... versions, rather than the standard 3x3x3 cube and negotiation as a solution technique cannot work with that many variations of give-get. (The standard has 54 moving parts while the 17 version has 9826 moving parts)

The only way to get to the best solution of a social problem is through creativity and bringing all minds capable of contributing to the solution into the arena as solvers. The reason this works is because each ideology is now only one voice among very many rather than one of a handful of voices. Ideology can be ignored, with creativity substituting.

We have been conditioned to believe in the concept of leadership ever since we needed to organize our hunting and gathering 20,000 years ago. Our leaders knew they needed to be right or else we wouldn’t follow. They invented ideology so that they would always be believed to be right by something more than half the population. Then 50% of us swallowed that ideology.

Do you see the logic behind how we got here?

The problem is that ‘here’ is not where we need to be in order to solve complex social problems. And that is the essence of the failed American experiment with democracy.

SCIENCE

Science is the search for answers. Usually, in science, those answers have a mathematical concept embedded in the answer. The math either gives the exact answer or a probable one or a cluster of possible answers.

In social studies, the data being incomplete and predicted, the only answers are clusters of possible conclusions. So when a solution is designed it must be flexible and amendable.

The American personality believes in science but doesn’t have the patience to understand the mechanics of social studies. We want an answer now, an exact answer. Ideology/bureaucracy responds by supplying the wrong, inflexible answer.

Medical Science has been criticized during the pandemic. Readiness was one criticism, but therapeutics have also been criticized as inadequate. Vaccines were, however, quickly developed for lengthy testing regimens.

The reason for failure should be obvious to us. Creative doctors go to work in research and the goal is creating new vaccines and treatments. Bureaucratic (ideological) doctors go to work for public health bureaucracies. They don’t need to be creative or even thoughtful to succeed in a bureaucracy. They need to be loyal.

If you examine the history of medical innovation, nearly all the techniques, including transplantation and the use of new materials in mechanical organ substitutes originated in the 1960’s or before. The level of progress since has only built on those advances without finding completely new treatments or techniques.

Medicine became too reliant on vaccination and failed to advance in therapeutics and care, particularly of the elderly. It also failed to reduce the level of health risks such as air quality and personal risk behaviors. And it failed to find an alternative to lengthy vaccine trials. All of those problems are due to the level of bureaucracy in most fields of medicine.

A bureaucrat is required to believe in the efficacy of bureaucracy rather than in individual action and mental/creative ability. The formal group (bureaucracy) thinks for you. The leader thinks for you. Follow the lead, do not think for yourself. If you have an original thought, who, in the bureaucracy, is going to listen to you? They are all waiting for an order from the leader.

Thinking outside the box is impossible in a bureaucracy. Politics strangles innovation. That was another failure during the pandemic. Changing leaders does nothing to promote thinking/RATLing. You get the same rote results from the mouths of different leaders.

<https://thedoctorweighsin.com/state-of-u-s-healthcare-iron-cage-of-bureaucracy/> This failure has been building for many years, at least since 1975. And it was known and understood by some when this article was published in July, 2018.

LIFE AND LIVING

You live inside a box you call home. Four walls around 5, 6, 7, 10 or 100 rooms. A box, nevertheless.

Life is safe, comfortable and secure. No challenges, minimal interactions with those who might threaten, peace of mind.

Flat impressions of the world outside intrude on the television, over the internet, in the magazines that arrive in your mailbox, or the books you buy or check out of the library. All of it is two-dimensional and not quite real; someone else’s impression of reality, filtered by a bureaucracy/ideology.

Those impressions don’t really intrude because you can turn them off, burn them in the fireplace or return them to the library. You are in control of what enters your mind and you prefer your comfort and security.

That box is your ideology, the thing you believe in and trust, your hope for the future. You don’t need anything else.

A psychologist might call it paranoia, but you know you aren’t mentally sick. Everyone else is doing the same thing. “If I am paranoid, so is everyone else.”

They are. Everyone fears what they cannot understand and there is no understanding in ideology or your existence in a bureaucracy. They/we can only pray that this time the bureaucracy is right.

If you choose to leave the box, deciding to trust creativity; you will find a wondrous National Park in your backyard. It is full of things that are real, not two-dimensional cut-outs: animals, plants and dirt. It is covered by a blanket of stars and the moon shining out of a black, sparkling sky or the sun radiating warmth from a blue sky with white, puffy clouds.

Because the world outside your box is not threatening and not dangerous. (Contrary to what you have been taught, it is opportunity.) It is the opportunity to find the real you along with all the other real things in the National Park outside your ideological box.

You are not truly you when you live inside that box. It may look like you, but it is a two-dimensional cut-out with a picture of you on each side. It only expands to three-dimensional and more when it is exposed to the reality that can only be experienced through creativity.

Reading this study is the first step in releasing others’ control over what enters your mind in order to see what is real. Real is not what you have been taught or all those false impressions of real that flood your box with sound and fury.

Real is a peaceful, uncomplicated, suddenly-logical place in the National Park outside your box. A place where you are valued for your thoughts, not your loyalty to someone or something else’s ideology.

LOYALTY

“Loyalty is a devotion and faithfulness to a nation, cause, philosophy, country, group, or person. Philosophers disagree on what can be an object of loyalty, as some argue that loyalty is strictly interpersonal and only another human being can be the object of loyalty. The definition of loyalty in law and political science is the fidelity of an individual to a nation, either one's nation of birth, or one's declared home nation by oath (naturalization).”[[25]](#footnote-26)

Loyalty originated in the era when battles were fought by individual warriors operating as a team. Eventually, the team raised a leader and the leader invented an ideology.

Today, the bureaucracy your leaders created requires your loyalty to its ideals and decisions. Any bureaucracy in any arena ultimately requires you to silence your objections and follow. If you are not following, you are disrupting.

In 1940, excluding the Post Office but including the military, the US government employed 699,000 people. In 1985, it was 2,252,000. In spite of claims to have reduced its power and reach, in 2014 it was 2,079,000. In fact, the civilian side has consistently grown from 443,000 to 1,145,122 to 1,356,940 in those specific years. And shows no signs of reducing.

What/who are those millions loyal to?

Theoretically, they are loyal to the law as written by the Congress and implemented by the President and THEIR LEADERSHIP. In other words, they keep their heads down and follow.

Following is difficult when you don’t agree with the direction, so some become disloyal; feeding disagreement to wiki-leaks or the press: effectively ending their life as a bureaucrat because no leader will ever trust them again. The authorities may even issue warrants for their arrest on charges of treason.

How are problem solutions raised and evaluated in a bureaucracy; any bureaucracy? We/they all have our heads down and are loyally oriented on following; right or wrong. No one is trying to understand the problem and propose a solution, because we, the bureaucracy, ARE the problem. Following instead of thinking/RATLing is the problem.

As long as leaders control process with bureaucracy, no one within the bureaucracy will suggest alternative solutions. How could they? They are too busy following.

Once again it is clear, the Emperor has no clothes.

REPLACING BUREAUCRACY

For a significant segment of any population, wealth or power is the way to measure success at the business of life; a way to keep score.

These are the people who force their way to the top of any bureaucracy, turn any organization they join into a bureaucracy and are constantly on the lookout for opportunities to turn power into wealth.

They are why America, in particular, is so overrun with bureaucracy. America draws this kind of person through its “land of opportunity” messaging. These persons will resist replacing public bureaucracy with far more fervor than you would resist the elimination of your job because, to them, it also means eliminating all hope of finding another job or any means of considering their life successful.

Bureaucracy does not usually cause mass loss of life, but the pandemic revealed the capacity of Health bureaucracies to kill millions. Obviously, transitioning to a new form of organization is immediately needed.

Public Health is about messaging and preparation. Choosing what to message and what to prepare for should be data driven. So the first rule needs to be about data collection at every locality fed to a single computer and a backup, whose data is then available in every locality to every person. The second rule is that any observation about the data and especially from the affected locality must feed decision-making. The third rule is that the future should be anticipated and prepared for, based on root-cause weaknesses in previous responses and reliable estimates of future response needs.

This does not require a massive bureaucracy, or bureaucracies for every type of disease, county, district or local government. It requires data entry, data analysis and decisions. Levels of management and division into fiefdoms obviously only introduce delay and complication. Specialization is only needed in data analysis (to ensure that the correct data is being collected) and decisions (to ensure that the decision addresses all of the causes of a problem, not merely some symptoms).

Those who can contribute with local knowledge, insight and related expertise must be encouraged and a channel provided. Monitoring that channel must be an obligatory aspect of data analysis. Filtering data analysis for feed to decisions must avoid a conventional wisdom mindset.

These are all things we know. Why this decision-support matrix is ignored is the key aspect of bureaucracy that must be eliminated: deference to leadership.

Leaders always want to be decision-makers, regardless of their lack of skill and lack of access to data. Maintaining their position requires public confusion and being seen as the one, clear voice within that confusion.

In the final analysis, it is the concept of leadership that killed millions.

It may seem counter-intuitive, but listening to more voices leads to the right answers. It has recently found favor as a technique called crowd-sourcing.

MISSION CREEP

All organizations face the challenge of Mission Creep, which is the tendency to expand its activities into areas and types not directly related or not specifically authorized.

The phrase comes from the military, and the most recent example is Afghanistan. Rather than withdrawing after Al-qaeda was defeated, our troops remained and the point of remaining became a Vietnam-style attempt to create a successor/democratically-successful government in Afghanistan.

But DOD is not the only department with this problem. When the Congress authorizes reform or extension of a governmental role, it does so with significant deference to ideology which has testified at length to committees writing the authorization law. There is no participation of individuals because the government has decided that only organizations represent the people and VOICE their opinions.

The expanding size of all government is a reflection of expanding authorizations created by listening to organizations who want governmental advantage for themselves: not rational rules of law, but rules of bureaucratic control that manage advantage.

When pundits decry Libertarian (left) or Tea Party (right) thought, they are defending their control over the growing monsters of government. What would you expect the privileged few to do?

The cure to this problem is simple to articulate but nearly impossible to implement:

First, find ways to listen to individuals, then reduce (and in many cases, remove) the power of organizations to influence.

Second, authorization must come with specificity. All laws should set objectives, expected techniques, measuring sticks and expected outcomes. All should be time-limited but renewable.

Third, all authorizations should establish periodic third-party (by/for a congressional audit function?) reporting of progress toward those five elements of specificity and a sampling of suggestions for change in the authorization from citizens and Representatives.

Fourth, any emergency executive department or commission action must delineate the five elements of specificity and must be covered by law within 90 days. Most law will be a simple ratification of the 5 elements of specificity. Some will require rewriting an existing law. Where a change in law is needed, it should be on the docket for amendment within 60 days and passage may be delayed, but not beyond one year or the end date of the executive action, if sooner.

SEEING CLEARLY

“I can see clearly now, the rain is gone,

I can see all obstacles in my way

Gone are the dark clouds that had me blind

It's gonna be a bright (bright), bright (bright)

Sun-Shiny day.

I think I can make it now, the pain is gone

All of the bad feelings have disappeared

Here is the rainbow I've been praying for

It's gonna be a bright (bright), bright (bright)

Sun-Shiny day.

Look all around, there's nothing but blue skies

Look straight ahead, nothing but blue skies

I can see clearly now, the rain is gone,

I can see all obstacles in my way

Gone are the dark clouds that had me blind

It's gonna be a bright (bright), bright (bright)

Sun-Shiny day.” Johnny Nash

A movie called “the Public” shamelessly used a nude *a* *capella* version of this song to send home its message. I will do the same. https://www.chicagotribune.com/entertainment/movies/ct-mov-the-public-emilio-estevez-movie-review-0405-20190403-story.html

The American (and world) decision-making model is flawed. Rather than wisdom feeding upward through a bureaucracy to its leader, which would be the only way leadership could be justified as a decision device; wisdom remains an untapped resource within the crowd. It does not move or coalesce unless energized and is provided a channel for flow and feedback. A simple understanding of fluid dynamics clarifies this truth.

Wisdom is not a naturally occurring fluid, but is separated into particles of different natures (like elements on the periodic table). Many particles must be combined in varying strengths (number of molecules) in order to stimulate the chemical reaction that forms a problem solution from the combination of different ideas. This is basic chemistry solved with trial and error. Leadership is incapable of this task.

Testing of the resultant solutions must be done in a laboratory under controlled conditions in order to ensure that requirements are met without data manipulation or fluid corruption. This will require a system model on which testing is performed. Leadership has no role.

Realizing these scientific truths is seeing clearly why leadership fails.

SOCIAL AND POLITICAL “SCIENCE”

Not much science is applied to the study of societies and their politics. If it were, it would have to begin with studying the individual molecule of a society: a person.

Persons seek fulfillment. There are many other names for it, but the basic idea is the search for meaning or a destiny: a purpose.

Fulfillment is thought by most of those individuals to be reached in one of four ways: wealth, power, influence or love.

Each of these is actually a never-ending road to nowhere. The traveler on these roads finds that they never have enough along their chosen path to fulfillment. Some try to change their path when fulfillment is not reached using the first choice. But there is no fulfillment in any of them.

How much wealth do you need? How powerful is the President of the US? How influential is the TV pastor or newsman you prefer? How much love can a movie star enjoy? If you are chasing after the life of the rich, powerful, famous and loved; how will you know when you have reached the pinnacle?

If there is a score, does that mean it was only a game? Why do the winners commit suicide/use drugs?

In a basic oxygen furnace, high-purity oxygen blows through the molten pig iron, lowering carbon, silicon, manganese and phosphorous levels. The addition of chemical cleaning agents called fluxes help to reduce the sulfur and phosphorous levels, leaving behind steel.

This process brings out the inherent strength of iron, it does not create it. In the same way, the process of fulfillment brings out each individual’s strength. None of the targets/four ways listed above changes the individual, they are still who they were at the start of the search and still unfulfilled.

Fulfillment is tangible change in a state of being: you are or you are not. There is no scoring along the path, no awards, no progress reports, and none of the four ways leads to the result the individual wants.

Religious ideology demands faith and belief in order to achieve spirituality. That faith is directed at something that cannot be seen and is usually only felt emotionally (intangibly or spiritually). Because there is no tangible change in any part of the individual, his life or his surroundings, another step may be needed. But, if this achieves your intangible goal, enjoy it and expand it to the full extent.

The other needed step brings the fulfillment/tangible change provided by the personal achievement of understanding and personal creative progress.

If religion does not provide all the fulfillment you need, try extending your character and achieving fulfillment with creativity, using the recipe I have provided.

If you believe in progress (both social and personal), you should believe in the mechanism that drives progress: ideas formed by creativity.

Progress happens in humans as well as in society. But it won’t happen if you don’t want it to happen. You must choose the right path in order to find the creative idea that motivates you toward fulfillment.

Personal fulfillment by all will lead to societal fulfillment.

BEING BATMAN

Batman is rich, powerful, has influence and is loved. (At least he was in most incarnations or following a period of challenge.)

He lives in a world of stark contrasts including especially good and evil. He may be tempted, but he usually remains true to the good and his enemies are truly evil.

For the most part, we do not live in a world of such sharp distinctions, so finding our way without guideposts in a mostly-gray world is nearly impossible. Religion offers some help, but scriptures are mostly silent about progress and change in the world or in us other than when we become believers. We are left to choose which gray offers the most. The most ‘what’ is also left to our choice.

The most good? But how do we know? Can we predict the future of the choices? Is good today a choice that leads to bad tomorrow? Or vice versa?

Batman doesn’t know either. He chooses to defend his friends. Which friends? And with what?

We may think our choices are not as significant as Batman’s choices. But ours are real.

Choosing to understand yourself is the first choice. Some clues are offered on the 16personalities site. Those clues are only as good as your truthful answers. The scores are not you any more than all the other “whats” that have been used to define you. But they may help you find your “who”.

Second, decide whether you will pursue your strengths or try to eliminate your weaknesses. Strengths build you from the inside, like a good cardio workout. Eliminating weaknesses only works if you avoid situations where weakness can surface; not the best choice.

Third, choose to be creative. If the world is changing around you (it is), you must change to accommodate it. Changing without creativity guiding you will lead to being disastrously out-of-control. Your training has not prepared you for unguided change: a missile gone astray.

Fourth, share your approach so that friends and family can understand, support and (perhaps) join you in the search for the real you. The Batman you.

FIXING THE REAL PROBLEM

There is no group of the rich and powerful pushing a “New World Order”. Neither of America’s two major parties is part of some similar mechanism. Instead, what we have is what we, the American public, created or allowed to happen. We are the only ones who can fix it.

The public have been pushed out of the decision-making process and left with a choice of “representatives” who follow one or the other ideology, not our direction or beliefs and certainly not with a creative approach to problem solving.

Undoing the errors of the past 157 years requires a plan and a social/political movement.

In the movie “V for Vendetta” the plan is wide circulation of an idea, represented by V’s mask, and a symbolic destruction of the enemy’s core, represented by the Parliament Building. We are left to wonder what happened the following morning, but we know it was progress.

The two-party, elitist government of America is not sustainable. Its collapse is inevitable because it cannot even hear solutions to its and our problems. It doesn’t listen to any voices except its own, once we elect it. There is no light at the end of the tunnel if you are looking only in the wrong two directions – at blank walls.

We got rid of kings only to give power to politicians.

Good ideas do not come from leaders or their ideologies/bureaucracies. 157 years of bad ideas has brought us to this. Elections with these two choices do not really change anything because decisions remain in the hands of the un-creative.

Ideas do come from the brains/RATLs of individuals and most of us know of better ways to do things than what has been chosen by our faithless representatives, leaders, bureaucracies and ideologies.

Something radically different is needed: radically creative.

I won’t give you the only answers, but I will nominate some starting-points for you. The decision is yours. Use your creativity. RATL!

“GOOD” GOVERNMENT

CITIES

In 1787, the largest city was Philadelphia (with Northern Liberties included) at 38,000 residents. The entire population of 13-colony America was 4 million, including slaves and natives.

If you have ever lived in a small (independent, not suburban) city of under 40,000 residents, you know how different it is from a major city (including suburbs) of four hundred thousand or more. You can understand the importance of self- and community-reliance to those small cities and rural areas.

Today there are 136 major cities over 400,000 in population. Almost universally, they vote Democratic: for more government involvement and protection of their lives. In smaller locales, the vote is usually Republican: for less government involvement and more freedom. https://en.wikipedia.org/wiki/2020\_United\_States\_presidential\_election#County\_statistics

The significant change in the American character from self- and community-reliance to reliance on corporations, institutions and government (CIG) has come in these major cities. It is nearly impossible to be as self-reliant in a city and its community (especially when, as a social network, it has moved on-line). Physical isolation is the normal result.

Solving this dichotomy of outlook, desires and need requires new methods and approaches to governing. We need to give cities more government with more citizen involvement and towns less government. Some suggestions:

1. Health, Veterans Affairs and Retirement are human needs, not divided by city/country outlook.

2. National Defense, State, Treasury, Energy and Climate are National needs, also not divided by city/country outlook.

3. Justice is a universal human need, currently with a focus on winning, thus needing a complete makeover that will eliminate the city/country division (among so many others).

4. Homeland Security will be able to concentrate on the movements of unknown persons when known persons are well identified. The chip-card, biometric passport will achieve that result. Its use does not address a city/country issue. However, it will eliminate the need to invade non-criminal citizen privacy.

5. Education is a universal human need with a focus on uniformity driven by the college entrance exams. Uniformity must be eliminated or creativity will never be honored. College should be available to all, with scholarships to any person whose own and parental income is less than $100,000 yearly: full scholarship up to $50,000 2022 dollars per year reduced by 1% for each $1,000 above that.

6. HUD is obviously directed at cities. It should fund city re-development without choosing the means and architecture. The citizens should drive those choices in referenda. The additional task of Community Development (in order that city self- and community-reliance can be refreshed) should be aided with funds flowing directly to cities and the objectives being:

a. 100% access to fast internet

b. 100% access to a safe place to sleep and eat

c. 100% access to education during non-school hours (turning the buildings into resources for the community) with a second management (replacing principals and teachers) during those hours.

d. 100% access to income opportunities (jobs, community service, creative expression, etc.)

TAXATION

Taxing corporations causes those corporations to raise their prices to all their customers. It is effectively a regressive tax. Only the windfall profits (in excess of traditional rates of return by industry) of corporations should be taxed. Those tax rates should be high. A 15% tax by all countries has recently been proposed. Not following that decision by others would unfairly benefit America.

Taxing all citizens for federal benefits and services at rates which match ability to pay should continue.

Taxes for city-only benefits and services should be collected from the persons benefiting with a surcharge tax on city residents at a percentage (by city) that recovers all such costs.

Scholarship funding should be from a surcharge on current taxes of all citizens at rates which recover all costs.

Homeland Security should be covered by a targeted tax on all transportation tickets and border crossing permits. Additional Excise taxes on fuels to cover any shortfall.

Property taxes should fund all local Justice costs and 90% of National Justice costs, to be netted against the amounts flowing from the Federal Government to the States for infrastructure investment (not including HUD investments).

Energy and Climate research costs should be fully recovered in energy use taxes.

Health (Medicare) and Retirement costs should be fully recovered in taxes on employment. Those taxes should be adjusted to remove their regressive nature. An invested cash fund equal to three years of future costs should be targeted for cash accumulation over the next 20 years.

A 7% Goods Tax on most consumer and business capital goods (currently around $9 Trillion) and a doubling of Tobacco, Firearms and Alcohol Excise taxes (and inclusion of non-medical marijuana) should cover the loss of Corporate tax and be adjusted as necessary to cover the Medicaid costs of the Federal Government.

Borrowing by the Government should be gradually reduced. Interest costs should (ultimately) not be allowed to exceed 5% of government budgets.

INTERPRETING THE BILL OF RIGHTS

The first 10 amendments to the Constitution make up the Bill of Rights. James Madison wrote the amendments, which list specific prohibitions on governmental power, in response to calls from several States for greater constitutional protection for individual liberties. They were passed in 1791.

Having had the example of the British King and Parliament enforcing its will on the people of the colonies, the States lobbied for stated limitations on governmental power by clearly stating “natural laws” in 18th Century words.

The Supreme Court began interpreting the Constitution in 1803. From the beginning, it was lawyers parsing words and the people had no voice in defense of the ideas contained in the Constitution or in their personal defense against governmental trampling of their Natural Rights.

This inevitably led to abuses of power by the government and by those who donate to (or purchase?) the elites of American government. If the ideas of the Constitution (and particularly the Bill of Rights) are to be preserved, another mechanism is required. One that defends creative ideas rather than translates specific words.

The Supreme Court and the Federal court system should continue to judge the interpretation of laws written by lawyers in the Congress. This is an appropriate task to be confined to lawyers.

Challenges to (interpretation of) the Bill of Rights must be directed to another mechanism not operated by lawyers, whose natural focus is words, but operated by the people, who have inherited the Ideas behind Rights spelled out in the first 10 amendments and the 13th, 14th, 15th, 19th, 24th, and 26th. The Supreme Court and Federal court system are PART of the government, thus not qualified to defend the people FROM the government.

I suggest the following: Taking advantage of the on-line Commissions suggested in “Laws with Purpose” and “Picking Problem Solvers”, the Executives of each Commission should elect two of their number (having the highest vote totals on the third ballot) to serve on an Interpretation Commission.

That Commission (or Court) will hear arguments and take on-line and in person comments, then vote on the correct Constitutional Interpretation and provide support for those decisions.

This will clearly and completely separate the defense of the people’s rights from the operation of government.

Each of the following, and others, represent action of the government that attacks the Rights of human citizens. They should have been decided by a citizen court rather than by the Supreme Court.

Santa Clara County v Southern Pacific Railroad (1886), Betts v Brady (1942) until reversed 1963, Bartkus v Illinois (1959), United States v O'Brien (1968), Lemon v Kurtzman (1971), Ingraham v Wright (1977), Nix v Williams (1984), Goldman v Weinberger (1986), County of Allegheny v ACLU (1989), Stenburg v Carhart (1999) and reversal 2007, Wyoming v Houghton (1999), Santa Fe Independent School District v Doe (2000), Dickerson v United States (2000), Locke v Davey (2004), New London v Kelo (2005), Hudson v Michigan (2006), Hein v Freedom from Religion Foundation (2007), Citizens United v Federal Election Commission (2010).

HOW AMERICA IS GOVERNED

The House was always popularly elected, but the Senate was appointed by State legislatures until 1913. The courts tried cases and had no power to interpret the constitutionality of a law until 1803. The Executive consisted of only three Departments: State, War. and Treasury. The Post Office was added along with the Navy in the 18th Century. All other powers of government were left to the States until 1849.

In other words, the Federal Government was organized by the States to conduct relationships with other countries, up to and including declaring war and prosecuting that war, and could finance its operations and the Revolutionary War debt. Nothing more.

Interior, Agriculture and Justice were added in the 19th Century. All the other Departments (Commerce, Labor, HHS, HUD, Transportation, Energy, Education, Veterans Affairs, and Homeland Security) were added since 1903, with the significant permanent growth coming after WWII.

In effect, the rise of Corporations in the late 19th Century both caused government to grow in order to deal with them and caused government to adopt management principles that copied Corporations. But while Corporations are limited by their revenues, anti-monopoly laws and borrowing reputation, the government has no limitations on its spending and power.

Government ceased dealing with individuals as individuals and began treating them as members of formal groups or classes.

Government budgets grew from minor amounts (the entire debt of the Federal Government after assuming the Revolutionary War debts of States was $75 million on January 1, 1791) to trillion dollar deficits (spending exceeding revenue) by 2010. Our currency has collapsed and a 1791 dollar would be worth $27.65 today. The budget for 1791 would have paid for only 220 employees at current full costs.

The full cost of a soldier is probably in excess of $300,000 per service year and for a civilian around $250,000. (The government doesn’t actually know or want to know!)

This growth in government and the growth in the costs of a government hire are our decisions, not the undisciplined acts of Congress or the President. We authorized this monstrosity, even if indirectly.

We let leaders and ideologies put meat on the bones of this dinosaur.

CONGRESS

The Congress was intended to be the problem solver. We would send our best and brightest there and they would build solutions for our common problems from their exceptional brains. The solutions were to be for all of us as a combined nation. Each State retained its ability to solve its uncommon problems.

In order to return to that model, we need new methods for identifying problems that affect more of us than can be addressed by one State or a group of States.

Second, we need a means of mobilizing creativity.

Third, we need visionaries who can piece together ideas from many sources and create one vision and one solution from many ideas.

Fourth, we need lawyers who can write a law that embodies the vision and solution into a legal document that comports with the Constitution and our sense of morality.

Fifth, we need a Congress that is not driven by ideologies, but is driven by its desire to serve all of the people with law that solves problems completely (not piecemeal) and flexibly.

The method of election has been by party. It should be by personal popularity based on known positions on issues. Primaries (where needed) should result in the top 3 selected for run-off unless one achieves more than 50%. The top two then run-off again, unless one of the 3 reaches more than 50%.

Elections should be about ideas and an issues questionnaire with answers from each candidate, posted side by side, should be the basis for election. Personal history should be the first question. Raising anything else in a political advertisement should result in a fine.

No formal group may legally contribute money or in-kind to any election, only registered voters.

Each State should be allotted a specified amount per representative for staff that serves the entire State delegation. The point is to make representatives both responsible to their district and State, but also able to collegially arrive at a position on an issue within that delegation before bringing it to the entire Congress. Erratic representatives are isolated while conflicts between States are surfaced, not hidden.

The size of the Congress should fluctuate with the vote, one representative per state for each 500,000 votes cast in the last election, but not less than one nor more than the total votes cast divided by 490,000. Representatives are chosen in state-wide districts in order to broaden diversity of representation. The selected delegation are the candidates with the most votes up to the number of the delegation size allocated by the last vote for Representatives.

Each voter names a second choice. The second choice votes for Representative are added to the first choice votes, totaling the vote value of that member’s vote on the floor of the Congress.

Until the Constitutional Amendment barring political parties is passed, each party submits a list of candidates in alphabetical order. Position statements by each candidate provide the basis of voting. Voters have the number of candidate votes as there are representatives allocated to the State. The combined vote by party allocates the available seats by party and the vote by candidate chooses the winners from each party.

THE PRESIDENT

Separately electing the President has often resulted in the inability of the whole government to work together for our benefit. Those conflicts have recently included such personal animosity as to poison the entire process and encourage the Executive to act contrary to the wishes of the Congress.

The solution is to have the Congress elect the President, either from its members or a non-member. Terms should be for two years and the role of the President is to conduct Foreign Policy, manage Government Departments through his Cabinet and establish relationships with independent bodies performing a governmental function authorized by the Congress. His/her role is not to set domestic policy.

The Presidency has become too powerful with too much ‘rock star’ and too little administrator.

What purpose does a rock star President fill? Individual leadership should be recognized as an unnecessary and conflict-ridden role. If the President is popularly elected separate from the Congress, he is encouraged to play the popular leader role, rather than the effective administrator role.

In order to ensure that leadership always rests in the people, no single person should be raised to popular heights in the government structure.

Working together is far more important than any creativity a President might display in Foreign Policy or Departmental management. Innovation needs to flow from citizens to the Congress and the President should have no creative role except in Foreign Policy. There, his/her duty as a citizen is to exercise his/her creativity in order to ensure our security.

WAR/NATIONAL DEFENSE

The War Department was replaced by Army and Air Force in 1947, then National Defense absorbed Navy, Army and Air Force in 1949. The mission of preparing for and conducting War did not change.

Wars have cost more than 1,354,684 lives with 1.5 million wounded since 1775. In the Civil War, 2% of the population died, 450 per day. During Vietnam, .032% died or 11 per day. During the post-9/11 wars in total, .0023% died or 2 per day.

In the Civil War, the Union was preserved; in Vietnam, advancing Communism was delayed; in Iraq and Afghanistan, nothing. Al Qaeda and ISIS were destroyed elsewhere.

The cost of military forward basing, including pay but not full costs for retirement, medical care etc., is $21 billion per year. Full cost would push it to $33 billion. Around 600 of the 5000 military bases maintained by the US are overseas. Complete withdrawal and restructuring to support a smaller, more active force centered on Air Force and Navy capabilities with a somewhat bigger and better trained Reserve could save $50 billion per year.

For 100 years, cruising battleship groups were our forward presence. They became obsolete and were retired. Today that role is performed by carrier groups. We didn’t stage for war in other countries because it would have expanded the territory we were committed to defend. Today, our commitments are global because our presence is global. Instead of the oceans being defensive bulwarks, they are hurdles we must cross to support the forward presence.

Wars are still about bullets and bayonets. But most challenges to our power and position in the Americas come from our open borders, the internet and defecting employees selling secrets. Countering those risks takes a different strategy than that which won WWII.

STATE/FOREIGN RELATIONS/INTELLIGENCE

State and other agency representatives working at its 265 foreign locations total approximately 13,000 US staff and 45,000 local nationals. In Washington and other US locations, another 2,000 Foreign Service Officers and 11,000 civil servants provide leadership and support. The budget is $53 billion.

While the Bureau of Intelligence and Research at State conducts some of the collection of information from non-US entities, 15 other member organizations (of the US Intelligence Community) nominally reporting to the Director of National Intelligence analyze threats and opportunities for the US. 850,000 people hold top-secret security clearances while working for thousands of government and private organizations.

This many organizations and people engaged in protecting and promoting US interests inevitably leads to duplication, secrets kept from each other and the sloppiness that led to Pearl Harbor and 9/11.

Trustworthy analysts with complete access to all collected information is the goal. Without it, the leaps of intuitive cognition that characterize breakthroughs are pure luck.

Modern database structure and security can now segregate links to raw data into categories based on both content (automatically) and directed links. This data can be continuously updated in real time, accessed only by authorized analysts and be limited to those needing to know. Analysis can be posted in another database with links to supporting raw data. Its development can be recorded by category and time (revision, amend, append, oppose, no comment and endorse) within the document and in notes attached with author recorded.

Actual development of analysis can occur on processors without outside connections or download capabilities and which can upload the analyst’s document for screening and review before it is added to the analysis database. Access is limited and recorded. Words may be copied for preparation of reports, but whole documents cannot be downloaded or copied.

Knowing, protecting, sharing and analyzing in a secure environment is possible and mandatory. It shouldn’t be shared with 850,000 people at/serving 15 bureaucracies.

TREASURY

This Department is primarily the IRS, which should be expanded until each new hire brings in only 2 times his salary in recoveries. The other regulatory arms should also be expanded and closely coordinated/consolidated with non-Treasury regulators of similarly positioned private institutions.

Currency is an outdated concept. It is cumbersome, unsanitary and supports the anonymity of its users.

If currency does not exist, anonymity is eliminated. All transactions become electronic and visible. The criminal cannot sell stolen goods, illegal drugs, unregistered weapons or identities if he is paid in a visible (and trackable) electronic transfer. The criminal cannot rob someone or some place of business because there is nothing there to steal, unless it is to use the stolen items personally.

Privacy is also protected because the only task of the chip card and the machine into which it is inserted is proof of your identity through a biometric match of your physical person to the data stored in the chip card. Nothing is forwarded from the machine except the data that currently is sent about the transaction: the amount, date/time, vendor and purchase details. Nothing is stored beyond that.

The actual biometrics to be matched can be fingerprints, retina scan or face, depending on the set-up of the vendor machine. All three will be present in the chip. The chip destructs if any reprogramming is attempted. Blank chips are subject to the same controls as currently exist at the issuer and validated by the recipient. Your biometrics are loaded to the chip upon proof of identity at a secure facility.

Ultimately, computers come with chip readers and all on-line transactions are validated in the same manner. One day, the loading of biometrics will happen on your computer and cards will not expire.

The card itself is not usable by anyone except yourself. It has your biometrics on it, so no one else can use it for any purpose. The only time this presents a problem is when you are unable to visit the vendor and would like to send someone else to make your purchases. In that case, you can transfer funds from your account to their account or to the vendor, either before or after the purchase is made using your computer or smartphone.

The mechanics will require the mint to tool up with new dies for the coining presses. The penny and dollar processes remain the same, but the dime size is converted to a nickel, the nickel to a quarter and the half-dollar press to a new $5 coin. This means that cash drawers with 5 coin slots continue to function as designed. Old fashioned vending machines that accept coins will be retired or reprogrammed.

Once the minting is well underway and as the replaced coins are being removed from service, the Bureau of Engraving and Printing will remove all $1, $2, $5 and $10 notes from service and burn them. Simultaneously, all higher value notes are removed and burned except the $20. At an appropriate time, the $20’s are removed as well. This leaves heavy coins that are not accepted outside the country and chip cards as the only money available in the USA.

Crime no longer pays in cash. Instead, all transactions occur with proven identity. Your money is then much safer than it is now in your wallet.

JUSTICE

Justice is a truth, not a negotiated settlement. Settlements depend only on the strength of the two sides: which can hold out longer.

Getting to justice within the framework of a jury of peers requires a restructuring of the way truth is discovered. One possible way is as follows:

1. Evidence is presented by both sides in a format that allows alternative questioning (three questions for the prosecution followed by three questions for the defense, and so on). The point is to reach a decision on each piece of evidence, rather than on the case in total during this phase.

2. The jury is allowed to submit questions to witnesses/examine the physical evidence.

3. Physical evidence and the list of witnesses must be available to both sides for five working days before it is presented.

4. The accused must take the witness stand, but will be allowed to “take the 5th” at that time. In this way, the accused’s response to circumstantial evidence may be heard, while his response to motive and physical evidence may be self-censored, or *vice versa*.

5. The summation of the case is presented by an officer of the court other than the judge and the attorneys for either side. His duty is to present the key points of conflict, not to offer his opinion.

6. The attorneys for prosecution and defense each have 5 minutes per point to summarize their opinions on those points of conflict the following day.

7. The jury does not have a foreman. Each juror signs the declarations of innocence or of guilt and sentence or award as an individual. Both papers are submitted to the clerk.

NEW DIRECTIONS

Our future will be determined by our ability to maximize the contribution of innovation to our society. Two obvious areas are Energy and Climate. New methods of energy capture, storage and distribution and of conservation are needed before we can replace fossil fuels.

We don’t need more bureaucrats. We need more scientists. Most of the money now spent at the Energy, Commerce and Transportation Departments and the EPA and NSF should be re-directed to research in New Energy. Especially new batteries.

The Health segment of the Health and Human Services Department should become the Health Department, focused on innovation/research in both treatment and in insurance cover for those treatments. Having insurance choice should not require a legal degree in order to understand the fine print in an insurance contract.

The Human Services segment should become the Retirement Department and be on a path to actuarial adequacy at all times.

The Education Department should withdraw from K-12 education. Its focus should be on birth to kindergarten care/education, care/education during non-school hours and University education, particularly both non-medical and non-energy research. Matching enrollment to projected employment growth is the goal along with retraining through advice to students and curriculum advice to providers.

The Veterans Affairs Department as constituted is a failure. It needs to be completely restructured and forced to compete with private health. Innovations developed by Health programs should be clinically trialed at VA. Doctor and nurse work at VA should be allowed as an income adjustment. Minimized outpatient time-on-site should be a major factor in hospital evaluation.

Homeland Security must spend more time and money on cyber-security and counter-measures.

The Federal Trade Commission, SEC, NCUA, CFTC, CFPB. FCC, ITC and CPSC should be combined into a Trade Department designed to protect both consumers and traders in the American marketplace and to promote equal access to foreign markets for American citizens and companies.

PRIVACY/PERSONAL CONTROL

Modern life in general and the internet in particular has taken control of what we are: each of us – when reduced to data. Who we are is still in our control – our brains and our emotions. But the who is threatened by the failure to control the what.

Our personal data is available to anyone with a hacker’s mentality and tools. They can invade our privacy and build a false image of us in databases that then steal our life.

Taking back control requires trusting some organization to lock up our data in a vault, then control the release of it only to those with proven need and our authorization.

This is now possible with the same technology that can replace currency – the chip card with our biometrics loaded in permanent memory. This will allow us to securely identify ourselves in person and on-line and prevent others from mimicking us.

Until our American government becomes computer literate and non-ideological it is impossible to trust it with this task. It will either let in hackers or choose to betray us for money.

But once it is trustworthy, we can let some agency of the government wipe the internet of our data and force databases to surrender our data to a single government-operated computer network (with backup) that will control all data about all Americans.

We will be able to monitor that data using the chip-card to log in biometrically from our home (registered) computers or smart phones, then approve all changes and all releases of that data to agencies who have granted us credit or wish to employ us.

Only a court order will allow release to law enforcement.

The data, now stored and controlled by us, become a reliable representation of us, hack-proof and accurate. It can be asked yes/no questions such as: Are you a citizen? Have you registered to vote? Have you served in the military? Are you blood-type B-neg? Have you been vaccinated? Is your credit score higher than 650? Do you have a security clearance? Have you traveled to Spain in the last 6 months? Do you have a CDL? Are you a registered organ donor?

The point is not to categorize us, but to assist research that identifies both threats and the uniqueness in each of us that make us a target of that threat; then alerts us.

Until we are in control of the data that says what we are, the who that we are is threatened by things that we cannot deal with effectively.

SUCCESSIVE FAILURES

“The 9/11 and Pearl Harbor (after action) reports are noteworthy in their similarities. Indeed, many of the findings in one can be equally applied to the other. Perhaps of greater interest, many of the problems and recommendations found in the Katrina/Rita analysis are similar to those found in the Pearl Harbor and 9/11 documents. In broad terms, the following categories of deficiencies cut across all three reports:

• lack of imagination/creativity;

• failure to gain a comprehensive, strategic understanding of the threat;

• inability or unwillingness to share information/cooperate;

• failure to plan/train;

• and failure to act decisively.”[[26]](#footnote-27)

This conclusion, in “An Analysis of Failure: Pearl Harbor, 9/11, Hurricanes Katrina and Rita” by Carl J. Jensen, III, summarizes and compares the summaries of the literature on these 4 events. Today, the Pandemic could be added as a 5th event with the same deficiencies.

The first deficiency I have dealt with at length. The second is a matter of collecting facts, separated from and instead of opinions. The third is a matter of bureaucratic silos. The fourth is preparation based upon comprehensive understanding of the first three. The fifth is the result of uncertainty caused by having done the first four improperly. There was no will to act in the face of such uncertainty.

The question which follows is: how do you repair an activity that consistently results in failure?

I have suggested 100 Commissions of knowledgeable and creative private citizens and experts using creative anticipation to perform the analysis underlying the second deficiency in 100 different areas of potential vulnerability.

The key second step then becomes the sharing of that analysis with all elements of the government whose actions must follow from or be guided by that analysis. See deficiency 3.

The third step is development of plan(s) and training for implementation of the plan(s). See deficiency 4. Obviously, each part of the government will have its own plan, but all plans must be coordinated to such a level that gaps in preparations and shortfalls in resources are discovered and corrected.

Finally, and this is the only role of leadership, someone must have knowledge of the entire government plan(s), such that they are able to act decisively in its implementation.

Continued reliance on the permanent bureaucracy to overcome deficiencies 1 through 4 has not worked and will probably never work. Consequently, the President is unable to perform the decisive actions expected, nor (in the face of uncertainly) will he ever be able to do so without first having repaired the mechanism itself.

REFORMNATION

The objectives of the government must become creation of a society of Optimism (the belief that the future will be better), Opportunity (the actuality that all will have a chance to achieve that future) and Enabling (the creation of a positive environment for the investments needed to deliver that future to all).

All means of organizing society we have experienced to date lead to the creation of a privileged clique who maintain their position with an ideology. The first step of reformation then, must be to deny privilege to the few: the politicians, their media defenders and party stalwarts.

Rather than our baser instincts, government needs to be focused on our better instincts. How can the environment in which creativity flourishes be encouraged? This second step should be the sole task of those who formulate, administer and interpret the rules of a freedom society.

This is the reason that government’s main purpose has to be development of the brains and especially the RATLs of all 330 million Americans, followed by creation of the means by which those brains/RATLs can be harnessed to the task of developing solutions.

In order to Reform a Nation, its employees must become rule-evaluators and idea-evaluators. Creativity must be honored above loyalty and precedent. The reason for government action must always be the social outcome of broader participation in creativity (with empathy) toward the outcome of freedom. That is an absolute ‘Good’.

The absolute “bad” is rooted in a legal system that values winning more than truth, the size of the award or length of prison sentence more than justice. The American legal system is designed to control. Don’t ever look for love there. Not even the love of justice. Reforming it is the third step.

Change is happening and the American political institution is incapable of matching that change. Empowering political creativity is the only way to empower our effective reaction to the constant change that surrounds us. But those changes must be monitored and evaluated for correctness. Government must be continuously aware of its performance, its agility, the optimization of its processes, its customer scores. Failures must be addressed and corrected when identified. This is the fourth step.

The fifth step is changing human behavior by modifications to the structure of society that will minimize the appeal/power of winning. Empathy must be emblazoned as the social goal.

The sixth step is changing ‘thing’ behavior by using the bonded and monitored licensing approach. The ‘things’ control of individuals must be completely removed.

What constitutes a functional Democracy? One in which freedom of thought is paramount. One in which thought is not prescribed by ideology. One in which education leads to the ability to think and RATL as its primary objective. One in which creativity is the engine of progress. One in which social creativity is driven by empathy. One in which law impels ‘good’ behavior.

THE EXPERIMENTER

The story of Stanley Milgram and his obedience experiments purports to explain obedience as a response that is ingrained in the human character. He concludes that in a world where obedience is rewarded with approval, most of us will obey even irrational orders that do harm to others.

Some Psychologists disagree with Milgram’s conclusions, particularly when the obedience is to a direct one-on-one command rather than because of a community commitment to obedience.

Hitler’s gas chambers were operated by a community in response to that community’s belief in the guilt and contamination caused by those who were being gassed. Those who performed those hideous acts felt that they were purifying the community.

Shared ideology is a powerful thing. It unites a community in a thought process that upends our beliefs in ourselves as individuals. “Others” can then be treated as non-human and their sheer existence justifies our sub-human treatment of them.

Shared ideology is an evil thing. It is not possible to construct a reality where group-think is appropriate, where community purity (by any measure including purity of thought) justifies any form of discrimination or anger or fear of an alternative idea or existence.

The My Lai massacre was another instance of community obedience driven by both anger and fear. The first kill established the acceptability of the acts that followed. Direct orders were not necessary because the majority of the community/unit condoned what was happening as an appropriate revenge.

These are the extremes to which ideology can lead in a community. They exemplify the truth that communities are capable of defending themselves with actions that an individual would resist.

An individual sees most disagreements as minor inconvenience unless it triggers an ideological association, then the individual acts to defend his ideological community.

A community sees most disagreements with another community as a threat.

The challenge to shared ideology is what drives the community and its individual defenders to unspeakable acts.

IDEOLOGY AND THE INDIVIDUAL

History and decency judge the results of ideology as evil.

This is a list of State murders of more than 1 million persons per period/regime since 1900:

61,911,000 Murdered: The Soviet State

35,236,000 Murdered: The Communist Chinese State

20,946,000 Murdered: The Nazi State

10,214,000 Murdered: The Nationalist Chinese Regime

5,964,000 Murdered: Japan's Military

2,035,000 Murdered: The Khmer Rouge State

1,883,000 Murdered: Turkey's Genocidal Purges

1,670,000 Murdered: The Vietnamese State

1,585,000 Murdered: Poland's Ethnic Cleansing

1,503,000 Murdered: The Pakistani State

1,072,000 Murdered: Tito's Yugoslavia

1,663,000 Murdered? Kim’s North Korea

1,417,000 Murdered? Mexico before 1920

1,066,000 Murdered? Russia before 1918

In each case, leaders and ideology drove members of a community of believers (in the ideology) to murder more than a million other humans who did not believe in the ideology or the leader.

We have been told that these are psychological outliers. Some kind of freak mental state that infected an otherwise rational group with a hatred/belief so strong that it built an aversion to freedom among the murderers: they preferred to be agents of the ideology/leader rather than humans with choice and who were responsible for their actions.

The United Nations classifies 11 crimes against humanity as methodical crimes committed for an organization. This definition does not sufficiently incriminate the ideology that underlies the organization’s desire to subdue those who are targeted. It blames an organization without blaming the thought process that led to the decision to commit these 11 crimes by the organization’s elite.

Stanley Milgram proved that obedience was part of it, but obedience to what? The answer must be obedience to the demands of an idea: an ideology. The actual person expressing the order to be obeyed is only a tool of the community’s belief that obedience serves the ideological objective. There is a higher purpose in obedience itself: the defense of the ideology.

We are told that this kind of mass murder on behalf of an idea is not possible in a Democracy: we love freedom of thought too much to obey the demands of an idea that is not our own.

Since 1980, there have been 256,000 unsolved murders in America. Are some of them a continuation of violence against race, gender, sexual orientation and other individuals because of their identity or beliefs? Is that number significant enough to believe that Democracy is not immune to this disease?

As members of corporate/institutional/government (CIG) communities, do we obey orders with which we do not agree? Do we know who actually gave those orders and why they were given?

RESPONSIBILITY 2

The point of obedience as a greater community ‘good’ is control, both of the actors and those acted upon.

The point of Democracy is both the freedom to act and personal responsibility for those actions.

Therefore, obedience and Democracy cannot co-exist. And yet they do.

The means for that co-existence is ideology, which subverts personal responsibility to the orders of an appointed or accepted leader in accordance with some tenet of the ideology. We are not responsible when following those orders or following up (with our own act) another person’s act of retribution on behalf of the community.

The flex-point in our minds is threat. When we (both personally and communally) are threatened, it is appropriate to obey orders that not only resist that threat, but destroy it and its agents.

Instead of being personally responsible for our personal actions, we are judged to be personally responsible for NOT acting to protect the community and the communal idea/the ideology.

Joining a riot or acting out a hate crime becomes our responsibility to the ideology, rather than a personal crime. In the moment, we believe that no one should blame us.

Because ideology demands obedience, it is anti-democratic and should always be rejected. No ideology can be trusted to never ask us to do something for its benefit that runs counter to our personal responsibility.

The examples fill the newspapers: Wells-Fargo, Comcast, Bank of America, Goldman Sachs, Facebook, Dish Network, Sears, Trump Organization, Philip Morris and the US Government. Each of these, and many more, has asked its employees to act against its customers and neighbors for its corporate benefit.

Regardless of their size and power, they have often acted more like the proverbial used car salesman or Ponzi schemer than respected members of society.

Communities seldom act creatively, because a community does not have a collective right anterior temporal lobe (RATL). The communities’ ideology prevents listening to the right anterior temporal lobes of its members. Most community responses (when threatened) are to order its members to remove the threat.

When a community puts itself above its members and directs those members to act without empathy, it ceases to be a loyal agent of Democracy and should be punished.

Ideological Democracy is an oxymoron.

WHY POLITICAL SOLUTIONS ARE INADEQUATE

Disagreements begin with encroachment. Your spouse, neighbor, fellow driver, or a neighboring country actually encroaches or threatens to encroach on your space.

Your space is more than just a physical concept; it is your beliefs, your standards, your expectations.

Threats to that space threaten you.

For millennia, the reaction was ‘fight or flight’. Individuals had no protection, no law, no friends. Our instinct was all we could rely on.

As society developed, we gained protection, law and friends, but the instinct remained because menace remained. Menace is the immediate threat and all of our protections are ‘after the fact’.

Putting menace out of your mind is the first step to solving an encroachment with creativity. You cannot create a solution if your mind is distracted by fear based on menace.

Nearly all political solutions fail to eliminate fear because they do not eliminate menace. In fact, the objective of all political solutions is to control menace without removing it.

Menace can only be removed by a creative approach to the underlying problem.

Example: The Iran Nuclear Deal leaves the menace of Iranian nuclear weapons at some future date and leaves the country of Iran subject to controls over its participation in the World Economy.

Example: The Roe v Wade decision leaves the status of the unborn unresolved. The Due Process Clause of the Fourteenth Amendment to the U.S. Constitution provides a "right to privacy" that protects a pregnant woman's right to choose whether or not to have an abortion. But it also ruled that this right is not absolute, and must be balanced against the government's interests in protecting women's health and protecting prenatal life. The Court resolved this balancing test by tying state regulation of abortion to the three trimesters of pregnancy: during the first trimester, governments could not prohibit abortions at all; during the second trimester, governments could require reasonable health regulations; during the third trimester, abortions could be prohibited entirely so long as the laws contained exceptions for cases when they were necessary to save the life or health of the mother. It leaves the status of the unborn approximately the same as a wart for the first six months of existence and conveys humanity (and protections) to it on the first day of the seventh month of existence.

Example: Many jurisdictions closed schools but allowed indoor bars and recreational facilities to remain open during the COVID pandemic.

RANKED NEEDS

Negotiation is a failed and inadequate tactic for resolving conflict. Who are the negotiators? Who do they represent? What outcomes can be surrendered and why? Can ideology be surrendered?

Instead, ask the entire population to spend $50 (in Monopoly money) on outcomes. Their answers will not only rank the outcomes from the perspective of the entire population, but also expose, by their different answers, the divisions in the population.

Having surfaced the divisions, the next question is: “Why?” What hidden reasons result in different rankings of outcomes? Each such division of the population should be asked for those reasons for separate accumulation in a table. This will surface the underlying, forward-looking causes of the division and point to the means for giving each division the majority of their future needs.

Obviously, this works best when the population does not give ideological answers, but does give answers based on real, personal preference. Ideological answers cannot be easily surrendered for alternatives; while personal preferences can be ranked, modified and fulfilled in ways not originally contemplated.

Ideological answers cannot be surrendered because they are tied to traditions, old injuries, lost pride. They look backward, rather than into the future. They ignore the future of children, in favor of some form of restoration, remuneration and recovery of the past.

Present 3 packages of potential, forward-looking solutions to the entire population, based on achievement of many of the ranked needs of all, and of all divisions. The packages should contain as few ideological elements as is possible.

Do not allow time for campaigning or intimidation; collect an immediate, on-line vote for the first and second choice.

Implement the winning package.

The need to isolate ideology and retribution, illustrated by this technique, is obvious when you understand that the focus of the population must shift to the future in order to achieve a resolution.

WHAT IS ‘GOOD’ LEADERSHIP

In order to truly understand a concept you should picture its relationship to yourself in concrete terms. I have chosen an airline pilot taking you to your destination.

A pilot gets the plane off the ground and then back on the ground at the destination. He is in control of the yoke (or side-stick) and throttle. He gets assistance from mechanical aids, like navigation and weather, which help him choose direction and avoidance of risk.

He understands his airliner and how it reacts to the elements and his control actions. He is technically competent. He knows how to fly when the mechanical aids break down.

He communicates with the passengers. Those communications are calm and calming. His competence comes through in his tone and words. He is not (and doesn’t sound) afraid.

But he is also good humored. He doesn’t take himself too seriously. He is reassuring without being pedantic. He understands the limits, rules and objectives of his job.

He knows that you chose the destination before you boarded this flight. His only job is to get you there safely.

Though you depend on him to do his job efficiently, effectively and economically; you do not hold him in awe. He is not someone you will choose to love or have a personal relationship with.

His style and personality are unimportant except to the extent that they minutely build up or greatly tear down your confidence in his ability.

He did not choose the movie or the meal. He had limited input into the choice of flight attendants. He had nothing to do with your luggage and cannot give you more space for your carry-ons. The phone and internet connections are not his responsibility.

He doesn’t make decisions for you unless you choose to allow it or your safety demands it.

He is a ‘good’ leader.

KNOWLEDGE 2

Knowledge is constantly growing linearly and broadening into new areas.

On a forest hiking trail there will be many types of hikers. Some race quickly to the destination, seeing nothing along the way. Some monitor their physical condition almost constantly and also see little. Among the many others are the observers; seeing plants and animals and side trails that lead to lookouts.

Observing has become more doable as we escaped the Middle Ages. More time, a greater spread of wealth and education, and democratic government began to cater to the practice of observation with venues like forest trails.

Whether we take advantage of those opportunities or not is dependent on our personality. We choose to participate in the expansion of our experiential/explorational knowledge or not.

Sometimes our choice to participate leads to an advance in the knowledge of mankind. That choice is personal and flows from our personality.

Our personality is under our mental control, but our bodies contain the seeds of what we might become both physically and mentally.

Certain genes in our DNA point us to a personality outcome. Science has not yet determined whether we will be able to resist arriving at that destination or are able to alter it. (I believe Science will find that we can alter our DNA destination.)

DNA will be the greatest leap forward in our understanding of ourselves and our society. The matching of genes to personality traits has already begun and will inevitably lead to targeting certain genes/personality types.

Democratic government needs to understand this threat/menace and protect those who are vulnerable.

“NEIGHBORLY” CITIZENS

DNA

In 2018 only 18 babies born in Denmark were Down Syndrome. The ability to detect the errant chromosome in the unborn led to choices that limited those births.

DNA has tremendous ability to create knowledge, but can also be used to control certain members of the population based on their genetic makeup.

When combined with personality testing, it could be used to create a society of castes worthy of a sci-fi novel.

Whether it will or not should be the concern of lawmakers. ‘Good’ law would encourage the expansion of knowledge while preventing abuses.

Is there a selfish gene? Is there a violence gene? When combined with the already known power of the DRD4 gene that equates to a personality tendency toward risk-taking, these genes could produce personalities who are enemies of social order or even drive the creation of a Nazi social order.

Would society/parents choose to limit the birth of children with this combination of genes? Should they?

We have all experienced being near them: the people who appear to be unable to speak without spitting. These are probably the super-spreaders of the COVID virus.

If there is a gene that controls this attribute, should society act to limit births? Is this a birth defect? Is the next virus going to be more virulent and more deadly than the current one? How many lives would be saved if spitters did not exist during some future pandemic?

THE WHO

Who you are is completely different from what you are. The what is all those numbers associated with your name: your SAT score, your credit scores, your telephone numbers and all that history tied to a Social Security Number.

Who you are isn’t even those genes in your DNA and the results of personality tests, because you can do whatever you want with those inherited and learned characteristics. They are not predestination. They are tools you can use to build yourself into whatever strikes your creative fancy.

The trick is knowing that being something is not the same as doing something. I’ll say it again: being something is hiding behind a mask. Doing something is letting it all hang out.

What you do always overcomes what you can be. Think of it like inherited money. What you do with the money is important. Storing it in a bank and just BE-ing rich, is not a destiny, it is a trap that keeps you from your destiny.

Your destiny is hidden inside you and only appears through creativity.

Living the what may seem logical and inevitable. That is expectation talking. Not just your expectations but the expectations of those around you, even those who love you.

The what of your life is so powerful that most of your friends cannot see the who that stands behind it. They don’t encourage the who, just ‘like’ and ‘follow’ the what on your social media pages. Your who might as well be invisible.

The only way to make your who visible is by getting in touch with it. It can only be reached creatively, in your right anterior temporal lobe (RATL), in your extended, conscious dreams.

Those dreams must be realistic and about doing. Fantasy dreams are only about what you want to be, never about the road to get there.

Achievement waits for everyone who dreams about doing.

CHOICE AND OBLIGATION

You get to choose. Your choice is private. You can explore your creativity in your own time and without sharing, Have a real dream, then take control of that lingering connection to your right anterior temporal lobe (RATL) and daydream about doing. Solve the problem.

You will know you are thinking with your right anterior temporal lobe (RATLing) when you cannot remember the logic leading to the conclusion. The right anterior temporal lobe has no memory and cannot remember dreams or RATLs. This doesn’t mean the conclusion was wrong. Repeat the experiment and transfer the steps to the prefrontal cortex or a piece of paper.

Choices bring obligations: to yourself. If you choose to explore creativity, it will inevitably lead to a choice and that choice will have to be pursued with commitment and all your strength. Are you ready?

If you continue to allow your conditioned/programmed prefrontal cortex to make your decisions, it will follow an ideology and may even believe in it and its leader. You will not trust yourself, so your failures are not actually your failures. Some enemy or social rule made you fail. Blame them.

We are victims only because we allow ourselves to be victimized with prefrontal cortex thinking.

Make your choice and take on the obligation to yourself. Build a future based on your creative energy.

Some argue that the first step is resistance: take to the streets. This is false because you haven’t identified the alternate destination. Reform needs an objective, not just destruction.

Resistance without an objective leads to the Bolshevik Revolution and the rise of Hitler. Anger is not a cause. Someone will use that anger for their purposes and society will end up in a deeper hole.

The second obligation, then, is to your creative community. Don’t burn it down, build it up. Anarchy is not an objective that results in creativity or the rational transfer of power back to the people.

Everything has a cost. In your personal life, you choose to buy things you can afford. Your credit score limits you to the house and car payments/rent your income will cover. Unfortunately, it didn’t limit you to the dollar amount of prefrontal cortex education your future income will cover. You are deep in debt for a diploma that leads to an inadequate income.

You need a right anterior temporal lobe (RATL) solution. Find one!

Government thinks it can pay for everything, regardless of cost: print more money, raise taxes. Government has no collective right anterior temporal lobe, so its solutions always cost more. That more always takes from you with one hand while giving you what the government’s ideology thinks is more important with the other hand.

More money for government to spend **always** means less value to the money government leaves for you to spend: Mathematics and Economics.

Government’s choices are always about power. More for it, less for you. You didn’t like your parents choosing for you, why do you think the government will do a better job?

MANIPULATION

Power in a Democracy does not come from the Army or the Police or even the institutions of Democracy. Power comes from public opinion.

When public opinion is heavily influenced by lies from sources whom we should trust, society careens into thoughtlessness. We act without thinking first.

This ability to drive thoughtless action has always been known to significant players in the media. They are taking advantage of it to isolate and threaten those whose opinions are at odds with media’s ability to maximize their earnings.

Money + media = manipulation. The point of press freedom was to avoid the limitations on alternative opinions. Unfortunately, it now supports those limitations through corporate ownership of the press. And that controlled press is happy to participate in the manipulation of what we hear.

That manipulation drives the popularity of a set of ‘fake solutions’ to the multitude of problems previous governments created or failed to solve with prefrontal cortex masking tape.

This manipulation tries to turn public opinion into a force that achieves the objectives of Corporations/Institutions/Government. We are meant to agree to be their serfs rather than decision makers. We are meant to accept the unspoken truth that we are stupid followers and the leadership triumvirate (CIG) is brilliant.

The mechanisms of corporations, institutions and government (CIG) supposedly raise the brilliant to leadership, while the rest of us are best at following. In obvious truth, we were all followers until the day some were selected to lead. Following was our practical experience, and somehow that prepared some of us to become a good leader!

Our leadership/decision-making skills supposedly come from our experience as a follower and from our education rooted in the study of the past/those things that didn’t work in the past because they were solutions from our prefrontal cortex and ideology.

Do you see how false this logic is?

Do you understand how this manipulation is actually an assault on right anterior temporal lobe/creative thinking (RATLing)?

RIGHT ANTERIOR TEMPORAL LOBE (RATL)/IMAGINATION

The right anterior temporal lobe (RATL) contains all of our creativity. It doesn’t remember what it has been told, so it is free to see everything from an unprogrammed/unconditioned point of view.

The prefrontal cortex has been educated and has a memory of what it has been told and now believes. It has been programmed by whatever ideologies it absorbed from teachers and influencers.

What we experience can either be forced by the prefrontal cortex into the belief structure of the ideology or ignored as some sort of outlier that doesn’t alter the truth contained in those beliefs.

Or (hopefully) we can compile those outliers as an exception file and write a three-word description of that file’s incongruity on a piece of paper before sleeping and dreaming.

The point is not to remember the file, but to find another explanation for the existence of those outliers/exceptions. Are they clues to the existence of an unseen order? Is there a common starting point for these exceptions? Is there a change in reality (which you can envision) that will change the outcome of these exceptions?

The conscious operation of the right anterior temporal lobe (RATL) is not like anything you have experienced. Or perhaps you experienced it for a short daydream, and quickly lost it because of the lack of right anterior temporal lobe memory. You have never practiced mental exercise that successfully connected you to the right anterior temporal lobe.

Yoga and meditation are attempts to connect to the right anterior temporal lobe, but most methodologies fail to find the connection or door that leads to creative thought, or think that the absence of memory of the event means that it failed.

Mental exercise or meditation that begins in a just-awakening state has already found the connection to the right anterior temporal lobe (RATL). Feeding a problem to the right anterior temporal lobe is NOT trying to remember the salient facts, but reaching beyond facts to feelings/intuition that explain experience: the ‘vision thing’ or insight politicians occasionally admit they do not have.

It is a vision. It is seeing the outliers as part of the total range of similar experience. It is seeing all events and circumstances from above or below, where they are actually revealed as a cluster.

Connecting to the right anterior temporal lobe is the real power of humanity. It is not some enhanced reality, it is a different view of reality from a different perspective.

You cannot get there through the prefrontal cortex. Ideology will hide the new perspective from you. Only by completely setting aside those ideas and explanations (putting your prefrontal cortex in neutral) will you reach a new perspective, a new idea and a creative approach to problem solving.

PREFRONTAL CORTEX

Your prefrontal cortex has control issues. Although it knows its ideas are derivative imitations gleaned from an ideology, it cannot let go. It will try to make you feel guilty for even thinking of an idea that challenges your ideology. Ignore it!

The manipulation of your thoughts by the prefrontal cortex is strong and on-going. Millions of Americans have bought into the ideologies it leads to. Those Americans are convinced that some election will change the world. Some new leader will save us.

In many cases, your social position and income are dependent on your belief in an ideology (or at least following without objection). You have been granted a place in the hierarchy and the price is loyalty.

To every politician we are merely VOTERS. Our only importance is the vote we can cast. This is why there is so much concentration on registering to vote, the integrity of the voting rolls and eligibility to vote. Those politicians and their captive news media call it the heart of Democracy.

It is important. But the heart of Democracy is “We, the People”. Our role in a Democracy with a capital D is much more than voter. We wrote the Constitution. Our role is Creator.

Politicians have robbed us of that role and continue to steal from us with political parties, masking tape solutions, upended, traditional Constitutional interpretations and negative advertising. They control us by overloading our prefrontal cortex.

“We, the People” are uniquely creative. We are disenfranchised by politicians/courts who gave prefrontal cortex, influencer power to non-humans and anyone/anything else who is not part of “We, the People”. We don’t get to choose or even discuss creative ideas because the discussion landscape contains only the prefrontal cortex ideas of formal groups, media gurus and non-human things.

The elites even use the power of prosecution to limit the spread of ideas that challenge their power. It was always so, throughout history. They have the money and the power. Both of which we gave them and continue to give them.

A magician diverts your attention as they perform their sleight-of-hand. Politicians focus our attention on insignificant arguments between ideologies and misstated reality.

Stop being just/only what they allow you to be: a voter and a follower. Be willing to consult your right anterior temporal lobe (RATL). Become a creative resource.

In South Africa, one of the effective resistance techniques was boycotts. https://www.aeinstein.org/nonviolentaction/198-methods-of-nonviolent-action/

But the most effective resistance technique is getting in touch with your right anterior temporal lobe (RATL) and learning to ignore your prefrontal cortex.

CHANGE

Most of us have a hard time recognizing social change. It happens so slowly that we do not remember its beginnings and may not live to see the ending.

The people who lived through the collapse of the Roman Empire did not recognize what was happening and made little effort to prevent it. Those who lived in the Dark Ages (500-1000AD) had no idea what had been lost.

Men like Galileo, who dropped weights from the Tower of Pisa in 1590/1 as a demonstration of an Aristotelian error almost 2000 years earlier, participated in an awakening of creativity which continues today. The discoveries of science preceded the discovery of machinery that used the science to create modernity, beginning in 1793.

It is the lapse of time from science to machinery which is the most accurate measure of the speed of change in a discipline. Today, machinery is routinely imagined which cannot be built, but machinery is still as much as a decade behind science in most disciplines.

In the social and political “sciences”, machinery is at least 100 years behind the science. This is the great frustration for Americans.

Promises were made in the Constitution. Those promises have not been kept. The reason is both a leadership clique preventing change with traditions and precedent and the lack of machinery imagineers in the social disciplines, or any interest in science-based machines by the politicians.

Democracy was envisioned to function with representatives and those representatives were expected to include people with imagination: the same forward-looking imagination of the 39 founders who signed the document on September 17, 1787.

Instead, political elites arose and instituted their own rules for the selection of representatives. Imagination was ruled out. The result is that we, just as those who lived during the decline of Rome, do not understand what is being lost and make little effort to prevent it. A new Dark Age may follow.

What could be happening (but is not) is the right anterior temporal lobe (RATL) imagining of machinery/social constructs that change society in elemental and fundamental ways:

The elimination of hierarchy

Universal participation

The end of property criminality

Effective education centered on creativity

Equality of treatment, not outcome

Justice based on empathetic outcome

The centrality of Creativity

Empathetic socialism

Reduction in human punishments

Protection of personal/individual privacy

HIERARCHY

Hierarchy is “a system or organization in which people or groups are ranked one above the other according to status or authority.”[[27]](#footnote-28)

It is the prefrontal cortex style of control in which everyone is managed by someone else. Even the CEO who is managed by the Board, and the Chairman of the Board who is (ineffectively) managed by the outside Directors. It is an effective way to drive an organization with orders from above for a short period.

Initiative is the opposite of hierarchy. Members of a hierarchy usually wait for orders, as they are trained to do. Those members who have initiative and creativity are constantly hindered from contributing by the hierarchical structure and the power of those without access to creativity.

Hierarchies in business ultimately/quickly fail because of the competition of new ideas (creativity). Old corporations become ineffective and are bankrupted or purchased by slightly more creative competitors.

Hierarchies in Institutions and Government have no competition and can continue until small changes are forced on them by new management. Some of the creative members/employees may offer to help new management institute change, others leave. Few changes are successful because none of the proposed changes actually upends the hierarchy or honors real creativity.

Hierarchies do not value the input of their members who do not have status or authority; consequently, few members actually use their creativity to advance a hierarchy. They actually (and secretly) prefer for it to fail and do as little as possible to achieve its success. CYA is their driver.

Leadership in a hierarchy are those prefrontal-cortex-oriented persons who are best at doing what they are told to do with enthusiasm, who love power and their position close to it, who avoid responsibility for failure and who copy or take credit for someone else’s successful idea.

Tens of thousands of management “how to” books have been written about the best techniques to prefrontal-cortex your organization and end up on top, successful and rich. It is an “art” form.

Re-structuring a hierarchical organization based on insights from your right anterior temporal lobe (RATL) is impossible.

Once a hierarchy captures a corporation, institution or government (CIG), it can never be reformed and the hierarchy dismantled. Only an infusion of creativity could possibly upend a hierarchy, but no creative persons are willing to work for the hierarchy’s benefit and no leaders are willing to lose their status and authority as part of such a change. Failure is inevitable for a hierarchy. It can only be delayed.

Replacement is possible. Duties should be moved to a new organization where creativity is honored, implemented and rewarded. None of the people should be retained. If they were willing to work for a failed hierarchy, they are not creative and will resist doing things in new ways. If they can propose new ways of doing things, they should be retained as consultants, not employees.

CREATIVE DEVELOPMENT

Babies are connected to their right anterior temporal lobes (RATL). They have no factual memory and have not been educated. All they have is experience, most of which they do not remember. Their focus is exploration.

Conscientious parents begin to teach the child as soon as possible. They know that the process of absorbing knowledge and skills (and storing them in memory) is a key attribute of a successful human. But most parents do an inadequate job of exposing children to exploratory experiences and explaining the mechanism of learning from experience. Hardly any parents explain dreaming, exploration and the right anterior temporal lobe (RATL).

The consequence of these gaps in education is a population that reveres knowledge but not evaluated experience. The recent student’s value to an employer is as an implementer, not a creative resource. Someone who will fit into a hierarchy, rather than contribute to an organization’s fund of creative ideas.

The education system feeds employees to the hierarchy and when the hierarchy fails, the employees have no skills to sell to another employer. All they have experienced is following orders that led to failure.

Upending hierarchy without refocusing education is increasing hard-disk size without increasing RAM, or a revolution that only changes who gives the orders.

The key element of progress is creativity. Only humans are creative because only humans have a RATL. If human institutions suppress creativity, progress grinds to a halt. Individuals can still be creative in their niches, but the society around them drifts aimlessly. Soon there is no market for their creativity. Society falls into a doldrum.

Human institutions (CIG) use the few creative persons in their employ to continue their control over the institution, rather than solve the problems of the institution or the community they were meant to serve.

America’s reaction to 9/11 has been driven by the prefrontal cortex of un-creative leaders. Instead of finding creative ways to engage those who have grown to hate us (and their children), we have turned suppression of anti-Americanism into a form of anti-creativity that is itself anti-American on its face. The baby has been and is being thrown out with the bath water.

The clear reality is that both political parties and the institutions of government at all levels have no creative skills (in the institution or in their employees) and are unable to connect to those who do have creative skills. We and our institutions don’t even speak the same language. They only value winning and we only value solutions.

This inability to reform hierarchies, the wrong-headed structure and focus of both education and parenting as well as the general lack of knowledge about creativity is inevitably leading to the demise of democracy. Because Democracy without creativity and self-reliance (the uncapitalized democracy) is almost as dead-ended as Communism or Fascism.

CREATIVE ORGANIZATION

The term ‘organization’ has come to require hierarchy. Instead, here, I use it to mean an ordered body of people with a particular purpose. This highlights the question of how it is ordered.

Organizations do several things, but the main things are decisions, implementation of decisions, evaluations of outcomes, identification of new problems, more decisions.

If creativity is to play a prominent role in the direction of the organization, all decisions must be made creatively. That requires the input of everyone in the organization – with consultations from outsiders as well if it is particularly difficult for the organization to see its own errors or opportunities.

Once a decision is made, it must be implemented by a sub-group who are made responsible for it as a group and individually, in order to assure that all pull their weight creatively and make implementing decisions as a group of creative individuals.

Evaluation of outcomes must always be accomplished by another sub-group (with experience in implementation) who evaluate all outcomes and divide them into two groups: first, outcomes resulting from the initial decision and second, outcomes resulting from the implementation and implementing decisions.

Another sub-group then decides whether those outcomes represent problems that should be corrected by new decisions and brings them to a conclave of all three sub-groups for final identification of what must be corrected or decided, either in the implementation process by the implementation sub-group, or in the initial decision itself by the entire body.

The reason for this complicated strategy is that implementation always pulls toward the prefrontal cortex and requires a level of direction and compliance that should not be allowed to result in a hierarchy. Implementors should always be attuned to their creative side and have the opportunity to express objections while complying with the agreed direction.

Dividing the outcome evaluation into identification and correction by two different organizations, frees the identification group to raise everything they see without having to identify a correction and forces the correction group to respond to all outcomes identified.

The conclave is another opportunity to inject creativity, but it is limited to knowledgeable persons for implementation issues and does not try to deal with issues related to the initial decision, other than to refer them to the entire body.

The driving principles are both individual accountability but with individual responsibility only for what it is possible to be responsible for.

ENFORCING IDEOLOGY

Until such time when Creative Organizations make and enforce the few rules of a creative society, we are left with ideology making the rules and ideologues enforcing them.

Ideologues of all sorts do not believe that they (or their cohorts) make mistakes, misunderstand reality or can fail to understand the best path forward for society. Their ideology is wisdom.

Our biggest mistake is attaching the word science to the words social and political. There is no scientific rigor in the conclusions from these two areas of (presumed) understanding. They are merely ideological concepts force-fed into our prefrontal cortex.

Once an ideology’s conclusions are legitimized with the word science, it can be preached and believed and avoids the recognition that it is actually myth. Ideology’s goals become the core of a poisoned apple. We, as a community of believers, chase them by any means which can be accomplished. The means are hidden in order to prevent objections to the undemocratic and anti-social techniques being used. The public are not complicit because we do not actually know what the enforcers are doing.

The British TV series “Capture” shows the fictional result of using illegal means to accomplish the ideology’s goals. Even what we see ‘live’ on CCTV feeds may not be true in this series, since it is manipulated in order to convict enemies of the State.

Reality is not far behind this fiction. The condemnation of Nazism and Communism by public opinion did not go far enough. The ability of ALL ideologies to legitimize horrific acts of mass murder was hidden from us in order to prevent us from de-legitimizing our own (supposedly benign) ideologies.

Instead, our ideologies now act in similar ways. It is a creeping social and political disease. Greater and more inhumane actions gradually become accepted until the concept of Democracy is totally submerged in the muck of discrimination, blame and hate.

All ideologies hold within them the power to drive their believers to acts of mass discrimination and murder. The people who believe are not the sole weakness. The concept of “ideology” is the cause. Believing untruths is the cause. Legitimizing lies of all sorts is the cause. Mass hysteria is the cause.

Ideology does more than substitute group ideas for your own ideas; it also substitutes group morality for your personal morality and it prevents you from exercising your right anterior temporal lobe (RATL) creativity.

Punishment of certain individuals without simultaneously condemning all ideology leaves the door open to the next ideology. We inevitably end up where we are today: two ideologies competing with ever more evil tactics and no one willing to argue the creative idea – “all ideology is evil”.

This lack of rationality will probably lead to mass hysteria and unspeakable acts of violence, as it has done in other countries in the past. America is not immune to this disease.

WHERE IS IDEOLOGY TODAY?

Ideology is obviously powerful in political parties and for the vast majority of politicians. Their advertising claims that what they believe in and try to enact will benefit us as a society, while their opponent’s ideas are completely wrong-headed. None of their advertising stresses that their beliefs are creative. No political party, politician or ideologically-driven entity will ever admit to a mistake. None can point to a single idea provided by a formal group’s creativity. They do not exist.

Ideology has been used to control most Corporations, Institutions and Governmental Agencies (CIG). The employees (and most customers) are constantly fed motivational and advertising pap designed to make those stakeholders believe the CIG is trustworthy and error-free. The survival of the CIG is dependent on their ability to make us believe that what the CIG are doing is good for society.

But creativity/insight only flows from the right anterior temporal lobes (RATL) of individuals. When individuals are conscripted by a political party or CIG, they become entranced by the ideology of that organization. Their paychecks depend on their acceptance of the organization’s directions and belief systems. Most cannot see the errors in the implementation of that ideology. If they do see it but remain in the organization, they become jaded, disillusioned and angry.

No organization can put the interests of individuals above its own interests. The shareholders, donors and leadership all demand that the organization be FIRST. Individuals are served only enough to keep them working hard for the organization, coming back often for more product or expending more effort.

How the various fields of commercial enterprise advance (the only element of our society which is advancing) is instructive. Individuals conceive of ideas, present them to venture capitalists (in something like the TV program ‘Shark Tank’) and get money to bring that idea to market. If successful, it becomes a growing organization and is bought up by a Corporation or survives long enough independently to become a smaller Microsoft, Google or Twitter.

Compare that creativity-based energy to an older organization (Sears, Ford, GE). Those Corporations fail to find creative ideas in their conscripted employees, survive by buying out those who have ideas, then gradually fade toward bankruptcy as the money for those buyouts dries up. Corporations primarily survive by cutting costs and minor redesigns, not by creating new products.

Then compare to government or institutions. All employees are hired to implement someone else’s instruction. They have no say in the direction taken. Their only job is to keep the organization’s wheels in the ruts of the trail being taken. Where the trail actually leads is anyone’s guess. Keep your head down and plod. Luckily, the taxes and donations keep coming.

For all CIG’s, creativity ultimately becomes the enemy. After a few generations of leadership, those who give the direction (but who were only trained to follow) believe that creativity is a challenge to their leadership, not something to be co-opted and improve their leadership. They resist the challenge by making it difficult for creativity to be heard. Creativity is occasionally given some false face-time, but is never actually honored or incorporated in the strategy.

The pandemic has destroyed hundreds of thousands of small, creative businesses. Only those able to social distance will have survived. Thousands of creative ideas have been starved of funding and may have been lost for a generation.

PREFRONTAL CORTEX FREEDOM

Our educated and indoctrinated prefrontal cortex understands freedom as spelled out in the Constitution: specific words with specific and court-interpreted meanings. Ideologues insist that they are our rights and they cannot be taken from us or modified in any way.

The existence we experience in the 21st Century could not have been anticipated by those who wrote the words in 1787/91. Consequently, those words/meanings need new interpretations in order to be sensible to 21st Century society.

The prefrontal cortex understands the words, but cannot creatively intuit the original meaning in order to define that meaning in these new circumstances. That is not the lawyer’s job.

Second Amendment: “A well regulated Militia, being necessary to the security of a free State, the right of the people to keep and bear Arms, shall not be infringed”

The words were written when pistols were used for dueling and were inaccurate beyond 30 feet, when rifles took 30 seconds to load for a second shot and were inaccurate over 100 feet. The commission of mass murder by this means (Arms) was impossible and need not be considered by the words.

Only creativity can find the original idea behind the words and interpret how that idea should be worded in law for the 21st Century. Only our right anterior temporal lobes (RATLs) are capable of that interpretation, not precedent nor any autopsy of the words alone.

This is only one of many novel interpretations of the original Constitutional meaning which are necessary in order for American society to progress into the 21st Century.

Democracy did not exist in 1787. It was created by the Constitution document, written by 39 inventors using their right anterior temporal lobes/creativity. They didn’t get everything right and there have been many amendments. More are needed.

What is true is that they understood creativity and knew how to use it. They expected that ability to survive and drive the country the document envisioned, constantly adapting to new circumstances and addressing new issues with creativity.

Even George Washington, in his farewell address, recognized that the American experiment was adopting means and methods that were counter to the intent of the founders.

Those followers should have looked forward and we must as well. Looking backward through our prefrontal cortex/ideology is certain failure.

RIGHT ANTERIOR TEMPORAL LOBE/ IMAGINATION FREEDOM

“We, the people” begins the document that created the country. There were no models or patterns on which to base this creation. It came from the right anterior temporal lobes (RATL) of 39 men and paid tribute to this source in those opening words.

The people are not just the source of the Constitution, but the only source with right anterior temporal lobes (RATL) able to update it for changed circumstance. One obvious weakness: No women and only the white race were represented by those 39 men.

As a demonstration of how far we are from the direction the creators expected, you only need look to the Supreme Court, who limit those who can argue before it to lawyers certified by a State for three years and which honors precedent over creative thought. In fact, the limitation to lawyers ensures that only precedent has standing in arguments over meaning. The prefrontal cortex/ideology of lawyers is the only voice heard at the Supreme Court.

Right anterior temporal lobe (RATL) creativity is the ability to see the hidden order of meaning in random data. That creativity is denied to the Supreme Court and by inference to all courts within the America that has evolved from prefrontal cortex interpretations of the Constitution.

If you expect the Court system to reform itself, you do not understand the power of the ingrained bias against creativity that exists in all ideologies and formal structures. And this bias exists in all elements of the governing process of America and is protected by the elite who stand at the levers of its power.

We are locked into a tradition of honoring ideology over critical thinking. No wonder we have gone so far astray!

This outcome is the opposite of what the creators hoped for. We have gone backward. The power once again lies with a powerful elite, not with the people.

Example: The Second Amendment’s key idea is not “Militia” or “Arms” or even “free State” but “Security”. The true forward-looking meaning is “What is necessary for their Security shall not be denied to the People.”

Understanding meaning brings the power to interpret creatively. Words alone cannot be interpreted correctly.

CREATIVE KNOWLEDGE

Think of knowledge as areas around you in concentric circles; like a target, but three dimensional. Closest are things you have personally experienced, farther away those you have heard about and farther still all the things you could learn in the library or on the internet (recorded knowledge).

Still further is the complete world of science, most of which is unknown, only conjecture. If you are a scientist, you have specialized and your knowledge is a pinprick or small nail into the balloon-like area of scientific knowledge that surrounds both you and the smaller balloon of common and recorded knowledge.

Beyond the balloon of science is what we have called God. The knowledge that resides there will never be known, no matter how many years we have and in spite of a complete knowledge of science. Because **It** cannot be studied and evaluated with scientific methods or guessed at with creativity.

Prefrontal cortex ideology fills the area of recorded knowledge, unproven science and God with suppositions that attract followers – people like you and I, but who are not in touch with their right anterior temporal lobes (RATL) and creativity. All of that ideological fill is calculated to instill in you a preference for belief over experiential understanding of the fact that **OTHER** answers exist.

Right anterior temporal lobe/creative ability focuses on understanding your experiences through creative post-dreaming analysis. It is not initially so much a search for truth as a rejection of ideological lies, opening your mind to genuine understanding of all the **other** possibilities.

Creativity does not bother to investigate the area called God. Such an investigation would not result in any advance in knowledge because everything there is unknowable.

Nor does creativity spend much time in science, because scientific truth is only provable by experimentation. The only time spent here is identifying hypotheses to be tested by experimentation.

The rest of (recorded) knowledge is full of lies and misunderstandings. This is where creativity excels at identifying those lies and replacing them with creative, open-minded alternatives.

A creative session sets all of the knowledge (conclusions) recorded in your prefrontal cortex to the side. It does this by beginning in the state of mind you experience in dreams, a fully engaged right anterior temporal lobe (RATL) and a prefrontal cortex idling in neutral.

When you wake, continue to operate in the right anterior temporal lobe (RATL) and keep the prefrontal cortex in neutral. Read the three-word problem description. Let the right anterior temporal lobe find the hidden pattern in the problem’s origins, characteristics or outcomes. Using one of those answers, find the other answers for this issue. If your prefrontal cortex insists on interfering, force it to the sideline. Do not accept a prefrontal cortex solution. Find new solutions, creatively.

If you are successful, a creative session will invigorate you and open your mind to the possibility of completely restructuring your life. You will feel powerful, alive, in control.

LIVING CREATIVELY

The first change you will notice after a creative session is that you have control over the prefrontal cortex’s red button for response to offense and, over your own offensive behavior.

You have that control because you can see the other person as a victim of their prefrontal cortex and their offensive actions and words are therefore insignificant. But don't show pity. Pity is offensive.

It is pointless to respond to them since they can only access their prefrontal cortex. No real communication is possible or desirable. Your only effective response is verbal agreement with their right to be offended. That will at least begin a conversation. What are they offended by?

The second thing you will notice is how many fables, lies and exaggerations you are exposed to in a single day. Nearly all of them originate in a Corporation/Institution/Government (CIG), trying to earn your trust. It is a prefrontal cortex oxymoron: earning trust by telling lies. They depend on you listening with your prefrontal cortex and ideology, rather than your right anterior temporal lobe and creativity.

The third thing you will notice is how incompetent all formal groups of more than 100 people are. Groups of that size and larger think they need leadership and bureaucracy for control, as do most smaller formal groups. They want to operate like a school of fish. That is only possible with leadership, bureaucracy and a hierarchy.

The individual fish in a school have no control over themselves. They are driven by loyalty to the group. Consequently, the school swims erratically, not creatively: constantly chasing new shiny objects, rather than on a steady path to a creative destination.

Fourthly, you will notice that you can differentiate ideology from creativity. It is like coming out of a cave. Behind you, back in the dark recesses of the cave, you were nearly blind. Now, at the mouth of the cave, the whole world in front of you is bathed in light. That light illuminates not just the present, but the predictable future as well.

Going back into the cave confines you with its walls and darkness, you must hold onto the persons next to you and watch for obstacles at your feet. Going out of the cave exposes you to challenge, making your own choices, having your own experiences, looking ahead and up.

So, you must choose. Only you can choose. Choosing is the miracle of being human.

CREATIVE ANTICIPATION

Bureaucrats take orders, they do not anticipate those orders or those events that will impede the progress of their efforts, even as those events are happening.

Several times during the pandemic, bureaucrats failed to be prepared for obvious events like the arrival of the virus in the US, the availability of a vaccine, the further mutation of the virus. They stood around waiting for orders. It is what bureaucrats, particularly government bureaucrats, do.

Creative anticipation is a right anterior temporal lobe (RATL) skill and thoughtfulness. Although the prefrontal cortex may understand a flow of events recorded in data or published, only right anterior temporal lobes can foresee events that are not expected. Example: the point spread for a sports game is calculated by the prefrontal cortex. Only right anterior temporal lobes can anticipate the upsets.

This may make it seem difficult to creatively anticipate. It is impossible if you cannot connect to your right anterior temporal lobe using the techniques I have described (and others your RATL will propose), and haven’t accumulated the factual basis for such anticipation.

The basis for anticipation is factual but not wholly logical. It is seeing the data more completely, from different perspectives and in greater depth. It finds associations and linkages that are not visible to the prefrontal cortex and logic.

You have probably experienced a session of anticipation. You thought it was luck. Luck is streaky because it is actually creative anticipation from a freed right anterior temporal lobe.

Being able to tap into anticipation, assisted by a computer, is the future of mankind. It is the way we can overcome the dire predictions of those who thought we would out-reproduce our ability to grow food, consume all our fossil fuels before alternatives were developed, witness a ‘Silent Spring’ and be wiped out by global climate change.

Those things didn’t and won’t happen. But we are in danger of delaying the arrival of the technologies that help us overcome – the products of creative anticipation. That delay is because we rely too much on bureaucrats and politicians, who only know how to use their prefrontal cortex – straight line thinking about past sameness.

Only we can force acceptance of right anterior temporal lobe thinking (RATLing) and dispense with ideological and bureaucratic government.

THE MAKING OF PERSONALITY

How do we become either bureaucrats or creators? Like everything else about our personalities, it begins in childhood.

Hurdles can be jumped, skirted around or kicked over. A child soon learns, by experience and watching the people around them, which is easier and more satisfying to them.

An adult can encourage a particular choice, but must display success using that choice themselves in order to be convincing.

A child can change that choice several times as they mature and experience success, observed in others and felt in themselves.

Successful jumpers learn to love challenges, brim with confidence. Successful skirters love shortcuts, can twist their reality. Successful kickers love strength, can force outcomes. But there are also failures. Regardless of what choice of strategy is made, there will be occasions when success eludes us in our chosen strategy and in any other we might try.

How we deal with both success and failure is also learned in childhood: by experience and observation/exploration.

Education that boringly attempts to cram facts into the prefrontal cortex of skirters and kickers is bound to fail. Memory is a prefrontal cortex trick they don’t want to learn. They can only be reached through the right anterior temporal lobe (RATL).

Riffing words, music, with tools and in visions are skills that can be taught to a connected right anterior temporal lobe.

When society values the skill of riffing more, or at least equal to, the skill of memorization, a child who prefers skirting or kicking has an alternative path to success that is easier and more satisfying for them. That path can be observed in others, then felt in themselves.

OUR CONSTITUTION

The Constitution is ideas, not words.

Words can be parsed, twisted, misinterpreted, exalted, tied to an ideology.

Ideas are eternal.

Lawyers always look backward and see only words. It is as if you asked a lawyer to be your guide during a cave exploration. He always wears his lighted helmet backwards – seeing where he has been, not where he is going. He will make slow progress through the cave, never recognize choices he cannot see and become lost.

When we raise lawyers to leadership roles, we sacrifice ideas. Ideas are not important to lawyers; never have been, never will be.

Read as words, with your prefrontal cortex, the Constitution imposes backward-looking institutions, hierarchy and bureaucracies. Read as ideas, with your right anterior temporal lobe (RATL), it stimulates progress, freedom and creativity.

Many spelunkers, all wearing their helmets correctly (facing forward), can see everything inside a dark cave and recognize the choices presented at turnings and endings. They can consult with full knowledge of the facts which are both visible and predicted, and come to rational, communal decisions.

The Constitution does not support a sizable Federal government. It leaves most day-to-day power with the States. We were meant to have 13 (now 50 or 53) experiments with governmental style and to learn from those experiments. Instead we have 2 experiments, Democrat and Republican, both ideological and unwilling to learn from their mistakes or even recognize that they are mistakes.

The Constitution supports education by saying nothing about it. For the founders, education was training the brain to think, not regurgitating canned answers. Today, education is about canned, ideological answers (conservative or liberal) and real thinking/RATLing is last on the agenda of most schools from pre-K to PhD.

How precious is life and what exactly is precious about it? Answer those questions and you will understand that the Constitution is a license to live for everyone (citizens) asked to live by it. Especially for those asked to swear to uphold it.

Individual powerlessness is both weakness and a rejection of the Constitution. Surrendering power to an ideology and its party or leaders ought to be the worst crime an American can commit. It is turning your back on the Constitution’s ideas, ignoring your duty and going over to the old enemy of privilege and title.

Ideas are American power. You will find them in your right anterior temporal lobe (RATL).

MISINFORMATION

Misinformation is any ‘supposed’ fact not extracted from data by statistics, algebra, calculus or geometry.

We live in a world where things can be known. We have escaped the Middle Ages and all of its superstitions and crafted ‘facts’. We have computers. We have data. We have on-line questionnaires. We can find truth.

The reason for NOT finding truth is that 91.5% of Americans (and most of the rest of the World’s peoples) do not want to find truth. They prefer to believe what they have heard from ‘trusted sources’. Believing those sources is easier than finding truth by analyzing the data personally. Because there is TOO MUCH data.

An oxymoron: too much data leads to ignorance. Not just ignorance but **intentional** ignorance.

How can a society, especially a democratic society, exist in that situation?

We cannot wait for the 91.5% to come to their senses. Delay deepens the divide as misinformation multiplies and is more easily spread. Any ‘fact’ with which the indoctrinated do not agree is propaganda. They won’t even take the time to refute it. It is too obviously wrong to be worth that effort.

That leaves the 8.5%, (who are not ideological and who actually listen to each other) to try to understand facts and have an open mind.

Are you one of the 8.5% or the 91.5%?

“GOOD” SOCIETY

Ideas arising in your right anterior temporal lobe (RATL) will lead you to the tenets/characteristics of a “good” society. What kind of society would be consistent with a lack of fear? An openness to experience/exploration? The near-universal ability to trust? The ability to analyze data?

Some suggestions:

1. The future is secured by valuing the womb. Eggs that are removed to develop in a lab still need parents. Women only valued for their eggs would lose their connection to the future. The same logic applies to men and sperm.

2. Children need sober and stable two-parent families.

3. Creative education should begin no later than the child’s third birthday. Dreams should be welcomed and understood.

4. Children would then grow into their creative selves. Most couldn’t be shaken from their confidence in themselves.

5. The transition from childhood to adulthood would cease to be traumatic: challenging, but leading to positive personality development. Not confusing adulthood with taking risks.

6. The remnant of crime would be emotional or psychological, not profit/cash.

7. Freedom, equality of opportunity, justice and privacy would simply exist. No need for them to be defended from ideology.

8. Much less of winning and losing as the measure of success and failure. A severe reduction in games played using hierarchies and bureaucracies: alliances, paranoia and feared enemies.

9. Questions of economic equity could be resolved to the satisfaction of most. Anger controlled. Blaming dismissed and, instead, underlying causes investigated and corrected.

10. Empathy could replace rejection and punishment.

11. Politics resolved in front room trading, not divisions deepened with fake-news headlines.

12. Recognition that the world is not so complicated that you need to turn off your RATL and join an ideology, following a charismatic leader, in order to survive and succeed.

QUESTIONNAIRE

Are you doing enough to drive creativity into the process of solving America’s many problems? Do you think about those problems and the inadequate/incomplete ways they are presented in the media? Do you communicate your disappointment with the problem-solving process to your friends and family?

A. NO B. YES

Are you waiting for someone to lead you? Do you believe in the idea of Leadership? Do you think someone should tell you what to think? Do you enjoy working in a place where you are told what to do and no one listens to you? Do you enjoy living in a place where you are told what to do and no one listens to you?

A. YES B. NO

Are you capable of formulating a creative idea? Do you mentally review situations that resulted in someone else’s failure and think, “I could do better”? Are you frustrated by your inability to contribute, by the lack of venues where you could contribute?

A. NO B. YES

Do you believe that every problem has a solution? Do you believe that Creativity exists in all members of society; they merely need to be trained how to exercise their minds and then be encouraged to do so? Do you believe that an effective idea is a living thing? That it must be flexible enough to respond to changing conditions and to the creation of new technology and new thoughts? Do you believe that an effective idea is produced by melding many concepts from many thinkers into a single solution?

A. NO B. YES

Are you satisfied with a life collecting brownie points from bureaucracies and hierarchies? With getting high to escape your inevitable outcome? With friends and family who have no opinions? With never venting your frustrations? With the lack of progress? With looking backward for precedent instead of forward in anticipation? With a government that fails to allow us to solve our problems? With living in fear?

A. YES B. NO

CONCLUSIONS

WHY

Why questions are the most difficult to solve. Our frontal cortex and its ideology has already absorbed an answer. It is the default and all alternative synapses have been pruned during our formative years.

‘Why’ cannot be uncovered unless it is dug up. Digging only begins when our minds are open to the possibility of finding something novel. Learning how to dig is the best (and only?) reason for formal education.

Splicing together different strains of thought from different sources and our own capacity for novel interpretation surfaces all alternatives.

Alternatives are only possible answers and must be validated against reality. The best way to surface and discuss alternatives is an open forum.

These basic principles underlie all the hypotheses in this study. They also convict our current social-construct of significant deviation from the model the US Constitution’s writers expected.

Once we change our personal outlook, we can begin to change the outlook of others who are non-ideological or can be persuaded to dump their ideology.

Only an invigorated electorate can change our institutions with rational Amendments.

Rather than presupposing and accepting failure as something we have no control over and should just ignore, we should be mobilizing to make the more-fundamental changes that our involvement during the 60’s failed to accomplish.

The problems American society faces, the root causes of its failures, go even deeper than structural. The ephemeral modifications our political leaders advocate do nothing to solve those root causes.

Only shared RATLing can solve root causes.

THE MECHANISM OF ESCAPE

Most of us were not born with a silver spoon in our mouths. In fact, most of us spend at least part of our lives feeling trapped in a life we want to escape.

That is why we go to university, work so hard on how we look or play sports, want to meet someone rich and/or famous and want to win the lottery. We are looking for the magic of escape.

That magic comes to few of us. The rest of us must depend on a mechanism that is available to all – hard work and imagination.

Hard work alone seldom does the trick. The corporations/institutions/government (CIG) triad does not reward unimaginative hard work. Anyone can follow orders, show up on time and stay late, earn brownie points.

Imagination alone does not do the trick either. What you dream has to be recorded as a plan, implemented timely and followed through to the positive conclusion. Hard work and dedication.

Many of us have done this, but without the success we expected. A plan is only as good as the imagination that went into it and continues to guide it. A plan that cannot respond to changes in reality or unanticipated hurdles is useless. The key to making an imaginative plan work is flexibility.

Your dedication to the plan must include dedication to near-constant analysis of the environment in which the plan is operating. Is it changing and must you change/tweak the plan?

Realism. No plan succeeds if some key element/turning point is not realistic. When you find that flexibility alone fails to break the logjam, re-evaluate the entire plan. You failed to account for some part of reality, some truth that cannot be changed. Or perhaps you need to change that reality first!

Not everyone succeeds. Not every success is what you imagined it would be. Failure is in not trying, wasting your life doing the expected for brownie points.

GOAL

For each of us, some combination of mythical pillars of belief fed to us by different leaders and organizations constitutes our personal ideology. Democrat or Republican political ideology may be a part of that structure, but our ideology is more varied and individual than can be contained by those names.

Gurus, counselors, therapists and consultants lead you to goal setting. This may be a good ending, but the road to it your ideology will choose for you is the wrong one.

If you try to find goals without first finding yourself and developing your creativity, you will follow some ideology and only find the ideology’s goals.

Your goals are on **your** path and the only way to find your path is through **your** creativity.

Your contributions to American society are needed. We have become lost chasing after leaders and ideologies. Society needs you to help us find the way back to the American path.

The American path has the individual at its core. “We, the people” is its mantra, its guide, its goal.

You are capable of doing this. Your training has confused you – made you believe in your inadequacies. But you are not inadequate, once you set aside that part of your training that has made you a follower, or even a leader: your ideology.

The role you should be playing is thinker (RATLer), problem solver, realist, individual contributor, rational resource.

I have identified some solutions. They are **not** the right ones. Together, we can find the right ones.

Begin!

CHANGE IS A CHOICE: MUNDANE OR MIRACULOUS

Regardless of our involvement in it, change is happening all around us. Other humans are striving, some are succeeding and they are making miraculous, creative changes in our environment.

Theoretical physics is a branch of physics that employs mathematical models and abstractions of physical objects and systems to rationalize, explain and predict natural phenomena. While theoretical physics has two starting points, mathematics and observation, theoretical sociopolitical thought has only one starting point: observation.

When we observe change in society and politics, we are seeing the results of decisions by the privileged few, using ideology as their guide. Theoretical sociopolitical thought predicts that those decisions would be different and have different results if made by the entire society.

That prediction is supported by the cited NEW understanding of the human brain, which, we now know, has both an ideological prefrontal cortex and an ingeniously creative right anterior temporal lobe (RATL).

All formal organizations have leaders. The role all leaders take on is choice. While the first of its leaders may have been able to access both brain networks, their successors are only able to access the prefrontal cortex network because the organization itself has been structured to follow rules and direction from above encapsulated in an ideology. Ideology becomes the default/safe choice of all formal organizations because it can be taught as precedent with written instructions.

While the prefrontal cortex will always choose the apparent safety of ideology and mundane accommodation to change, the RATL will always find NEW understanding and miraculous change.

Mundane change does not solve problems. It merely issues rules designed to manage and accommodate the outcomes of unsolved problems. Miraculous change attacks problems from a different direction. It finds root cause, then eliminates it. Problems wither to insignificance.

The choice we always face is between two means of thought. Only one actually solves problems. Only one actually chooses real change: miraculous change.

What will happen when the commercial, personal and inventive world has completely outpaced the sociopolitical world? Where will the revolutions begin? Can political parties and their ideologies relinquish control: in Russia, China, the USA? Will soldiers obey the orders to begin the slaughter of those who refuse to comply with ideology? Can truth/theoretical science be ignored forever?

Which type of change we want in our sociopolitical world will determine which type of change we have. We are in control and we can decide. First, we need to realize what the choices are; that there actually is a choice.

THE CREATIVE, THOUGHTFUL PERSON

You have an obligation to the ones you love. Choose those loved ones carefully. You should not over-extend yourself in order to cover those obligations. Remember that you should also love yourself.

Those obligations require some serious thinking about threats, along the following lines but only considering facts, not opinions.

1. If you are incapable of dealing with a threat, what will others (CIGs, neighbors, relatives, friends) do in response to the threat and how will that change what you must do to accommodate those changes? Changes constantly ripple.

2. If you are capable of responding to a threat or a change, who should NOW help you to decide what to do, who should help you plan? In most cases, this will be the small circle of loved ones who benefit from your care for them: your obligation circle.

3. How should they prepare, such that their help is effective, rather than distracting? What role should you play in **their** preparations?

4. How should you prepare? Who can help you prepare? Only prepare for those things regarding which your action would be productive.

5. Plan. Coordinate that plan with others and your obligation circle. Make sure all know their role and what is expected of them. If they appear unsteady, decide how you can support them. If they appear incapable, find someone else on whom to rely.

6. Organize. Stage the physical elements you will need. Practice the communications required. Practice the alerts needed to mobilize. Perform the plan in slow motion, looking for ways to speed up and to do multiple things at once. Also look for exit points through which the plan may be temporarily or permanently modified for unexpected occurrences.

7. Creative review. Subject the entire exercise to an early-morning creativity session. Is it the right plan? Does it work? Can it be streamlined?

8. Periodic review. Have conditions, environment, resources, people changed? Change the plan or write a new one.

9. Creativity is NOT recognizing what you know, but knowing and then studying **what you do not recognize**.

10. Understand that the point of YOU is to fulfill the obligations you have earned and will earn in a well-rounded life. Be curious. Transcend. Imagine.

OUR OBLIGATION TO CREATIVITY

However you wish to describe Creation is your choice, your religious ideology.

Science can describe the results of Creation – the Big Bang; but cannot describe its precedents, what existed before or why the Big Bang happened. Probably not what will happen next until just before it happens.

In the last 250 years, humankind have re-discovered the ability to create and our creations have completely changed how humans live, organize their society and govern themselves.

Our creation/creativity, in contrast to the Creation of our World, can be examined, understood, replicated, improved upon. And that understanding can be preserved as the future we leave to our descendants.

A potent mixture of understanding, willingness to embrace the abilities of our own brains (RATLs), grasp of the miraculous and trust in facts inevitably COULD lead to a human world that emulates (and fulfills) the wonder of the physical Creation.

Our 1776 revolution was based on political creativity, but has led back, in a circle, to ideology because we no longer have access to political creativity. We have stopped looking forward for answers to sociopolitical questions.

Because of their ideological education, the *intelligentsia* of the current American existence believe in the ideology they have been taught/indoctrinated. They control communication within all of those ideologies. No outlet for non-ideological and creative ideas exists or is sponsored by the privileged few.

We believe in leadership not because it works, but because we don’t know of an alternative.

This 21st Century human world is not permanent. We have stumbled in our attempts to preserve it in earlier incarnations/centuries. Some error we are currently performing probably will take it from us. Or perhaps the Big Bang itself has an ending that will also end us.

We can only address those things that we can control.

But our ability to control is greater now than ever before in human history.

Leaving that control in the hands of social/political/economic ideology leads to certain failure. Extinction.

(DIS) SATISFACTION WITH OUR LIVES

When humans are dissatisfied with their lives, in particular the rules by which they are forced to live, they frequently revolt. In order to be dissatisfied, they usually have to know of a society where satisfaction appears to be greater, and then aspire to emulate that society with change.

The religious reformers of the 16th Century were not hoping to change religion, merely to reform it. They had no significant social or political agenda, but were used by others to promote a political agenda.

The American Revolution began as a desire to change Britain’s rules for the Colonies, but became a desire to be entirely free of Britain. Both city and countryside people ended up achieving freedom, but 25% of Tories/Loyalists left for Britain, Florida or Canada once the Revolution succeeded (est. 70,000 leavers).

All subsequent Revolutions arose from this divide in a society, wherein one part is satisfied and the other is dissatisfied. In most cases, education led to knowledge of greater satisfaction and equality elsewhere and drove the desire to change local society in order to emulate that other society. Often, those social and political changes led to outcomes that satisfied no one.

In the late 20th and early 21st Centuries, the failure of most revolutions to improve satisfaction has become obvious. The changes made by revolution only put different leaders, ideologies and bureaucracies in charge; they didn’t change outcomes for the majority of society.

Judged by outcome, all revolutions have improved the lives of a few, severely disrupted the lives of another small number and left most with only modest improvement (much of which could be attributed to world-wide economic change, rather than local improvements resulting from revolution).

A revolution that improves the lives of all people in the locality has not been experienced.

However, a revolution which operates from empathy and opens all minds to creativity does not take from one class of people in order to benefit another. It is not a redistribution of a scarce good/wealth, but the creation of new goods/freedoms. It distributes that good to all. It is the only type of “revolution” that can genuinely improve the lives of all.

The only way to achieve an American/freedom destiny is to move forward with creativity in the lead.

DISCOVERY

Memory is no longer the point of the human brain. First books, and now computers do a much better job and the use of memory in social situations no longer impresses. Few of us will appear on “Jeopardy” or recite a speech or poem from memory.

Instead, the point of a 21st Century human brain is discovery. Not of caves, gold mines or new solar systems; but of ideas/insights. The last 250 years has seen the creation of a world full of ideas led by science and technology.

This study identifies the means by which new ideas occur to us and posits that every one of us is capable of producing ideas and machines that will be useful to all of us, just by allowing our RATL to participate in our ruminations about root causes and solutions.

And it convicts conventional wisdom and ideology, dominating in our default brain configuration, of keeping us from discovery with repetition of failure and focus on the past, rather than access to the future as seen by our RATL.

A thing that is known (from the past) has little value for discovery, unless the application of its “basic idea” can be extended to unrelated facts – a kind of infectious transmission of a theoretical truth.

This is where we are with discovery today: looking behind us (but not seeing theoretical truth) when the challenges are in front of us.

The key part of the process of 21st Century discovery is extraction of the basic idea from observations of reality seen from new perspectives.

None of that requires memory, language, mathematics or geometry. It requires an active RATL to which we listen with attention and care.

This is both a prescription for individuals and, then, for organizations created by individuals/communities and remaining in their control; especially governments, on which we depend for safety, security, opportunity and progress.

VALUABLE ACCOMPLISHMENT

The outcome, in the individual human, of using the insights of RATLing is a deep change to **who** we are.

We become obsessed with overcoming the challenges placed before us and adopt the following processes of empowerment:

1. We begin to observe with deep understanding of causes and outcomes

2. We use tests and experiments to filter our wider choices

3. We employ a great variety of strategies (planning) and tactics (actions) by choice and intention.

4. We stop judging others and learn to read their moods and attitudes

5. We find peace in periods of isolation and contemplation

6. We find lessons learned from the mind-set of life’s actors rather than merely the strategies and tactics employed by them.

All of these processes change us; are likely the only way we are able to change what we have learned and absorbed from our CIG-managed environment and stored in our prefrontal cortices; reversing the “ideological” programming in K–12 schools and the rise of platforms such as Facebook and Twitter.

What changes is our character. We mature from self-absorbed to environment-observant. Looking inside our RATL opens our minds to that which is not explained by our ideological prefrontal cortex.

Eventually, and with understanding, we are able to accomplish some of our goals. The goals that remain un-reached provide the focus for the rest of our lives until the last breath is drawn.

The greatest challenge for society will be changing the character of institutions: those CIG’s created to manage us rather than empower us. In many cases they will not submit to our new attitude and approach; will need to be destroyed rather than converted.

For government, those changes will have to be implemented by Constitutional Amendment in order to be permanent.

This is our target, the valuable accomplishment of a thoughtful, RATLing person living life to the fullest in a thoughtful society of RATLers.

THE DIMENSIONS OF EXISTENCE/KNOWLEDGE

The first three dimensions of an existence (space) have long been known.

The fourth is, obviously, time. As time spools away, reality evolves, stars move, planets spin.

The fifth dimension is change. Change is not time, but man-made. All change is creative, either mundane/natural or miraculous/driven by choice.

This study is about that fifth dimension and in particular the miraculous change which you can dream and drive by your choice.

The sixth dimension is anticipation. It is knowing the map of alternative futures and making choices that lead to the best future. Creative anticipation knows where we are going and how we will get there. It is informed.

It also can know what is the best destination and means, but only when all of those who are informed participate in the choices which that understanding/knowledge presents us.

Those sociopolitical things (mechanisms and leaders) which we have chosen over the last 235 years have led us to a dead-end because they were not informed by knowledge of the map or the means of travel. Here is not where we want to be and ‘Representatives’ who think of themselves as leaders will never make the decisions that take us along the right path through the five-dimensional map.

Equilibrium (the dead-end where change does not happen and ideology is correctly positioned) is an impossibility.

If you choose the goal of equilibrium, you are not expecting change and you cannot anticipate it. This is the underlying error of all ideologies.

But a community can coordinate its mental processes – its decisions/choices. Only a community who reads the map together can make the joint/melded choices that lead to the best future.

TIME, CHANGE AND ANTICIPATION

The three visible dimensions can be captured in a frame – not a picture, but a diorama. Because two dimensions do not tell the full story of visible reality. Depth is an essential part of reality.

In the same way, three dimensions without time are also inadequate for telling the story of a living or ecological entity. Time adds aging and obsolescence, among other concepts, to the entity’s story of existence. All of the concepts related to time are natural, that is, they clearly follow from existence without intervention or intent.

If some part of the world could reach equilibrium, it would exist with only 4 dimensions, without RATLing/creative life. Somewhere in the universe there is such an equilibrium world. It will exist that way until man or some other RATLing organism comes to visit. It is ruled solely by the Laws of physics.

Miraculous change is invention and those varied accommodations to invention by thinking organisms. They are not natural activities. Invention and accommodation therefore don’t include actions that can be predicted by a prefrontal cortex focused on learning taught to it. Physics alone cannot explain it.

Invention is creative while most accommodation is **not** creative, because it is reactive.

When we accommodate change, we act in ways that defy predictability, trends, cultural norms, four dimensional trajectories. Those accommodations are resisted by the leaders, organizations, bureaucracies and bureaucrats whose sole orientation is to control. Their response is to issue more rules. To either hold back change or channel our accommodation into MANAGEABLE outcomes.

Because accommodation is not just the action of RATLers (invention), it is not easily-analyzed, rational or creative. Ideologues, the majority of society, drive most accommodation with fear and opinion.

If RATLers could overcome community fear and opinion with an alternative and positive accommodation to change or a creative invention, society would progress creatively and rationally. Progress could be both predicted and anticipated and the sixth dimension discovered.

Anticipation (the sixth dimension) is the ability to foresee invention and accommodation.

RATLers are not *Star Trek* Vulcans – without emotion. RATLers use their right anterior temporal lobe both for empathy and to imagine/create. They can anticipate under the right conditions, when fear and opinion are minimized. When their prefrontal cortex is slipped into neutral.

Philosophy is no help in understanding what is. At the time and in the place where a philosophy was created, it explained some “natural” phenomena. Today, no existing philosophies explain any natural phenomena. Science has moved beyond philosophy.

What this study presents is not philosophy. It is science. So, as science progresses, more complete explanations of reality will be discovered by science. **This study will become outdated because of those new discoveries.**

As we (using science) explore reality for new discoveries, we should ignore formal organizations who have no interest in change and no understanding of RATLing.

PERVERTED DEMOCRACY

Ideological Democracy is an oxymoron. Government of the people, by the people and for the people is not a government run by ideological political parties. “We, the people” wrote the Constitution, then, almost immediately, lost the power we gave ourselves in that document when we chose to allow parties to contest elections.

We deepened the ideological mess by allowing organizations to contribute to candidates, causes and parties. They bought their way into control of political discourse. Ultimately, the centralization of all communication into the hands of organizations, rather than individuals, ended all hope that truly alternative views could be heard.

The result is all around us in unsolved problems, management rather than correction of outcomes and bureaucracy at a level never seen in a free country. Our only hope, we think, is a leader who knows how to operate within the constraints of this corrupted society we have created by our **inattention**.

This study presents an alternative to trust in leaders: **reform the society**.

Reforming is as simple as returning to the basis of the Constitution, written by the people as a guide to how the government of, by and for the people should be organized.

It was not a perfect guide, but substituting organizations for individuals at the levers of power was a perversion of the document and the underlying idea of Democracy itself.

Democracy is a perfect golden circle of ideas. Elections are only one element of it. The people were not meant to vote once every two or four years and then let those elected do whatever they want without oversight and correction. Especially when their choices were ideological and funded by organizations whose objective was to control political discourse and the direction taken by society.

“We, the people” must continue to be involved in all aspects of our society. We must return to action as the decision-makers. The circle of Democracy must fit on one of our fingers as a symbol of our power over Democracy and our responsibility for the direction of, and our obligation for the outcome of this Democratic society.

We must take back control, limiting the power of organizations and implementing the balance of the elements of Democracy.

1. Encouragement of creative, rather than ideological thought.

2. An open forum for discussion of those creative ideas.

3. Limitation of illegal immigration and the rights of non-citizens. We cannot absorb everyone who will want to come here and part of the appeal of our society must be the ability of other societies to copy our success back at their homes.

4. Limitation on the power of all leaders, organizations, bureaucracy and hierarchy. Particularly those which claim to be providing facts, but instead provide ideology.

5. Limitations on the dissemination of opinions and lies by requiring proof and rationale.

THE KNOWABLE UNKNOWN

Our world consists of the known and unknown. Some of the unknown will never be explained. It will be forever unknown.

The balance of the unknown is knowable, but we don’t have the means to know it. Although science is the final step in knowing, it is preceded by several precursor steps, as follows.

First, we must state what the knowable unknown is. What in the World might be explainable?

Second, we must collect information which provides the range of this phenomena. Where might we observe it or collect data about those observations. Often it is indirect observation, rather than clear evidence of existence.

Third, we must analyze the data in order to prove both the completeness of our collected data and to understand why the data exist. Is there a hidden operator that drives the data? Is there a counter-force that is hiding contrary data?

Fourth, we must find the hidden order in both the data and the those hidden occurrences that we have not observed.

Fifth, we must postulate an explanation for cause and effect.

Sixth, we must apply science to test that explanation with experimentation.

Our world is full of knowable unknowns. Ideologies not only do not explain them, but they prevent us from taking the first step in this series of activities that lead to science.

Ideologies provide some form of belief in an explanation that denies the existence of knowable unknowns. “And anyway, if we were meant to know something, a clue would have been provided: cookie crumbs left by Hansel and Gretel, for instance.”

These steps come from physics, but can be applied to sociopolitical reality as well. It is more difficult because not only has ideology prescribed an answer, but it bends the data that might lead us to the first step. We do not recognize what might be knowable because ideologies and organizations have corrupted observable data and made pronouncements of their corrupted truth based on it.

EXAMPLE: At the beginning of the pandemic, several expert **organizations**, including the CDC and the World Health Organization, discouraged mask wearing. They based that stance partly on the absence of research specifically showing that masks reduced the spread of COVID.

But, obviously, there had not been much research on a brand-new virus. Multiple **individual** sources of scientific information did suggest that masks would probably reduce COVID’s spread, much as they reduced the spread of other viruses. Health organizations ignored this theoretical truth, rather than **admit that they had no stockpile of masks and no plan to build one.**

Only an active RATL can recognize underlying data which has not been corrupted by the operation of ideology and organizations. ONLY YOU have that power.

THE FUTURE 2

I am optimistic about the future because I believe in the ultimate success of creativity/RATLing.

The current obsession is climate change. Leaders, bureaucracy, hierarchy and bureaucrats have prescribed rules that we should all follow. The goal of following those rules is uncertain, because none of them solve the problem. Not even all of them and thousands more, done consistently, can solve the problem. The Managed Society of rules and punishments will always fail.

Creative solutions will find a way to convert sunlight directly into electrical current. Creative solutions will find battery chemicals that store wind, sun and water flow energy for night-time power. Creative solutions will find cheap ways to convert salt water into irrigation water. Creative solutions will find ways to reduce ice-cap melt. Creative solutions will find ways to chemically absorb atmospheric greenhouse gases and drop them to the Earth’s surface.

Every problem that arises in our future will be solved with creativity, not by rules and control from leaders and bureaucrats.

So why should we keep leaders and bureaucrats in control of our society? What purpose do they serve? Won’t we be more successful and less stressed if “We the People” make the decisions? Won’t our decisions be more thoughtful – after all, we are millions and leaders are only the privileged few?

More RATLing brains make for better solutions – especially since no creative person can work FOR a bureaucracy. Einstein worked for the Swiss Patent Agency, but didn’t design a better way to register patents. Creativity cannot be applied to a bureaucracy from within; leaders don’t allow creative ideas to percolate from below, from followers.

All of the RATLers who have come before called the epiphany of creativity an inspiration. We can all be equally inspired and choose change/creativity over control by managers and leaders.

The mechanism of change requires that we initially play the game that the privileged few have designed – the political game. Once the people have won, the people will dictate the parameters of our reaction to future change and put the creativity of millions to work.

The Thoughtful Society. A Libertarian Society.

AN UNWELCOME POTENTIAL FUTURE

The coronavirus has demonstrated its ability to mutate in the human population, regardless of its origins elsewhere. Some claim that it will avoid a mutation that kills its host as a principle of its development. That may be true of a reasoning life-form, but not likely in a virus. After all, there are other hosts.

Instead, it may eventually produce the killer virus that COULD kill off *homo sapiens*.

How we avoid that outcome is adaptation. We must discover ways to exist and thrive without the physical contact that transmits the virus.

Most of this can be easily conjectured: virtual jobs, virtual travel, virtual friend nights and reunions, virtual entertainment, delivery to your doorstep, avoidance of all wild and most tamed birds, insects and animals, human interaction through holograms, virtual malls; living, working and dying **separately** within the four walls of our homes.

The harder parts are food, water, mineral and energy production without human interaction. Science and medicine without human interaction. Waste removal and recycling without human interaction. Collection and disposal of the dead without human interaction. Security and safety without human interaction. Maintenance of all that equipment and virtuality without human interaction. Immunization of reluctant or impoverished potential transmitters of the virus without human interaction. Reproduction and child rearing without human interaction.

In the world driven by those imperatives, life is lived mentally. Physicality is limited to personal fitness machines and virtual trainers. Emotion is redesigned to operate without physical interaction and must find its place solely in mental interaction. I assume it will become stronger when separated from physical needs and other confrontations.

Happily, we are prepared for this adaptation in most of the world. If this virus had happened in 1918, humanity would now be extinct.

Better still than this future, we need a RATLed coronavirus solution and I have explained how to find many.

ANOTHER POTENTIAL FUTURE

“China’s whole-of-society approach is challenging America’s traditional advantages in the macro-drivers of the technological competition, including its technology talent pipeline, R&D ecosystem, and national policies.”[[28]](#footnote-29) “In each of the foundational technologies of the 21st century — artificial intelligence, semiconductors, 5G wireless, quantum information science, biotechnology and green energy — China could soon be the global leader.”[[29]](#footnote-30)

How will our “win-centered” America react to losing this race?

If our leaders and government continue to believe in ideology, winning and blame; they will undoubtedly fail to understand why they lost, what they lost, and how to recover and continue to strive.

Because we are the most militarized country in the World, our leaders may choose to fight, rather than let that military potential remain on the shelf until obsolete. After all, national-leader political hubris drove the decisions to participate in nearly all of the wars since 1945. America’s victory in WWII led us to believe in leadership and hierarchy once more.

Other ideologues will argue against war for all the excellent reasons that certainly exist, but fail to provide the mind-set that leads to strategies and tactics capable of holding off China’s obvious advantages until they naturally collapse.

Only RATLing provides a mind-set leading to mobilization of the talents associated with freedom and the release of creativity in a free society. Our only chance of continuing to provide evidence of a functional alternative to the Chinese model lies in embracing our RATL and cooperation.

HOW OUR RATLed SOLUTION PROCESS MIGHT FAIL

As long as wealth remains a personal goal of those who have the power to act for society, but choose instead to act for themselves, we could be led to incorrect outcomes.

Curbing wealth accumulation through pro-social strategies is certainly an essential cure. Eliminating currency will accomplish that goal for the most part when followed by tracking electronic money.

But some leadership actors will have an anti-social goal other than wealth. These can only be defeated by making leadership purely executive. No leader should be allowed to act without direction and decision-making by the entire society. This is the essence of genuine Democracy.

How we determine what society decides is key. Representation and political parties have been proven incompetent at reflecting the entire society. Eliminating political parties removes some of the problem, but the collection of society’s direction to the Representative remains a problem to be solved.

The first element is conveying information back to society, especially when that information reveals a weakness that an opponent might exploit. Erring on the side of more information is probably correct, but must be tempered with sane protections for ‘state secrets’, though not embarrassments.

The second element is collection of data. The COVID-19 debacle showed how difficult decision-making is when data is incomplete, manipulated by ideology or confusingly categorized.

The third element is collecting suggestions about both the obvious and bottom WHYs. You cannot solve a problem that is incorrectly or incompletely stated. Why something happened is the basic fact to be understood and corrected. It is both the cause of the problem and the thing to be corrected.

The fourth element is collecting many suggestions about corrective steps.

The fifth element is assigning individuals and groups to 1) implement the chosen corrections, 2) monitor the corrective process and outcome for needed adjustments, and 3) provide feedback about all elements of the problem-solving process to society.

The final threat is slowness of reaction times. In some cases, the executive must have the freedom to act without specific direction. In all such cases, data must be collected, information provided to society and WHY questions asked at all levels. All emergency surrender of decision-making to the Executive must be time-, space- and finance-limited

“GOD DOES NOT PLAY DICE”

The Heisenberg Uncertainly Principle within the field of quantum mechanics says that underlying everything in the universe are subatomic particles whose speed and position are totally random. Because of this, we understand them only as probabilities: the results of a dice throw, for example.

Albert Einstein did not agree, but never found the “Laws” which would explain those particles as other than probabilities, and the probabilities theory did fit with the rest of the “Laws” of physics.

Not only do I agree with Einstein about the “Laws” of physics, but I believe there are “Laws” of sociopolitical organization which, when fully understood and implemented, will produce a society where each of us has stopped doing things TO others and always do things FOR others.

The first of those “Laws” is Democracy. But Democracy incorrectly implemented is hardly better than any Autocracy we have experienced in the last 10,000 years.

People are not random sub-atomic particles. We can be shown how to make productive, RATLed decisions, then make those decisions in a correctly-implemented Democracy.

Correcting the way we have implemented Democracy will open all our minds to the opportunity of RATLing and lead to our exploration and discovery of all of the “Laws” of the Universe; including those of human social organization, not just those of physics.

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