



Chapter 5

Mapping Your Habitual Domain

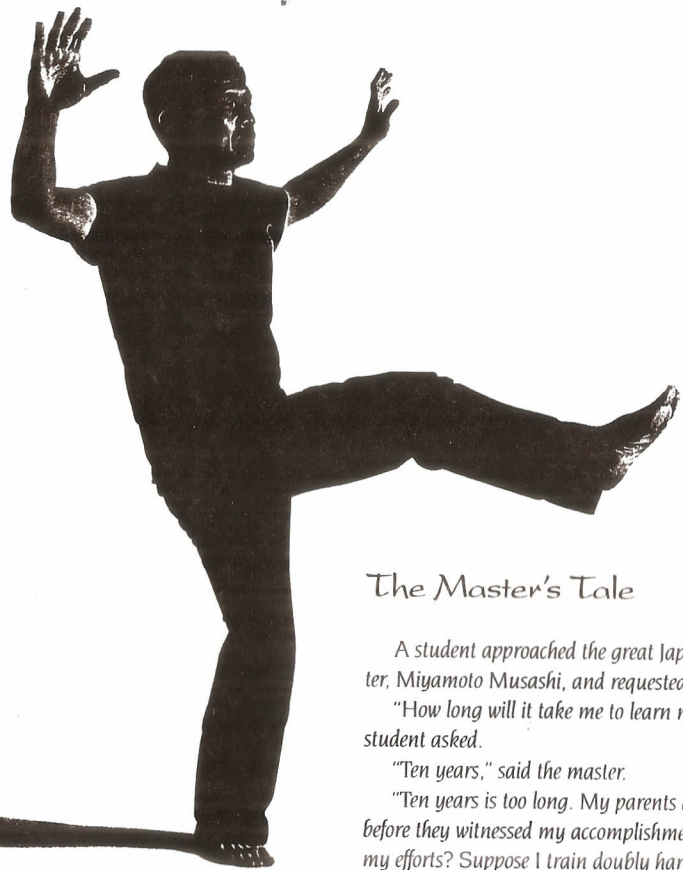
Just as snails carry their shells with them wherever they go, so humans carry their habitual domains — invisible, unwritten, unspoken; continuously, but for most people unconsciously affecting our decisions and behavior.

Through years of learning and experience we all gradually become “psychologists.” We know roughly when and why people are happy or sad, enthusiastic or frustrated, angry or pleasant, especially people in relationships that are close to us. Even so, when it comes to describing precisely who we ourselves are, why we behave as we do, most of us cannot do it effectively, systematically and accurately.

Imagine yourself as an archaeologist, sifting through the remains of an ancient civilization. What do the materials you uncover say about these people, their institutions, their individual lives?

To understand yourself well, you need to become an archaeologist of your own habitual domain. You’re going to delve into your own past, examining the events and people that shaped you. Once you understand why you are who you are, you can begin to address whatever parts of your personality and your life you want to change.

This is really a “workbook” chapter. You might wish to



The Master's Tale

A student approached the great Japanese martial arts master, Miyamoto Musashi, and requested to study with him.

"How long will it take me to learn martial arts?" the student asked.

"Ten years," said the master.

"Ten years is too long. My parents are old and could die before they witnessed my accomplishment. Suppose I double my efforts? Suppose I train doubly hard? Then how long would it take?" said the student.

"Twenty years," said Miyamoto Musashi.

"Why?" asked the student, very disappointed.

"A really fine martial artist keeps one eye looking out and one eye looking inward at all times," said the Master. "If you work twice as hard, say 16 hours a day, to perfect the outward forms, you will have no time for self-reflection and perfecting the inward forms. It would be impossible to grow to be great."

read it now and go on to reading the rest of this book, then return at your leisure to work through the thinking and reflection this chapter requests. At the end of this book are some worksheets you might duplicate and use to make your notes as you study yourself. Here are some recommendations for using this workbook chapter successfully:

- Keep a paper record of your progress. Don't just read this book; write down your responses. The very act of writing down key words and phrases will force you to address and remember the details of your life and point to ways for new inner explorations. Use the forms in the back of the book or make up your own.
- Take your time. Understanding your habitual domain is a lifelong process. Don't try to complete an assessment of your HD in one sitting. It can't be done. You're much too complicated for that.

This can be one of the most important activities you will ever undertake. Tackle the project a little at a time. Give yourself plenty of room for thought and rumination. Reflection is necessary for growth in your self-understanding, just the way rest is necessary for muscles to be built up effectively.

Every body builder knows to put a day or two between each heavy workout session because if muscles are not allowed to rest, they won't achieve maximum strength. Tapping your brain's potential and building your mind's power is no different. You won't achieve your maximum strength without time for reflection.

Basic Functions of Your Habitual Domain

You can understand your own habitual domain. Then you can use the same approach to evaluate the habitual domain of your family members, friends, loved ones, co-workers, business associates. Through practice and paying attention, you will develop proficiency in understanding other people's habitual domains. This will be of lifelong benefit to you.

All your interactions with others, from simple dinner table conversation at home to complex negotiations in your work, will be easier and more meaningful. Indeed, we can only begin to hope for peace between the people of the world when we are able to imagine and understand others' habitual domains.

To assess your own habitual domain, you will need to take a long look at yourself in the areas of these behavior functions:

- how your memory works
- your special knowledge and skills
- your physiological state
- how you set goals
- your state evaluation of the situation (how you evaluate your state of mind or situation)
- your charge structures
- your attention allocation
- your interaction with the world

One of the most common questions asked by those just starting to assess their own habitual domains centers on the qualities of the ideal habitual domain. Certainly, there can be no higher goal than to reach for an ideal habitual domain (we will talk about that in Chapter 10). But many beginning students of habitual domain are looking for speedy assessments.

Is it better to be introverted or extroverted? Should you rely more on thinking or feeling? Would you be better served with an optimistic or a pessimistic outlook? Should you strive for flexibility, or is consistency and dedication a better path to success?

Actually there are no speedy answers. Really understanding yourself is a marvelous, life-long process. And there are no right answers. Each person's habitual domain is unique, so there is no right or wrong set of characteristics.

There are, however, a couple of fundamental guides to behavior that can help you get the most benefit from a given situation.

The first is for the short term. In an intense situation, you may find that the best response is an extreme one.

If you're in the locker room preparing for a big game, you'll probably be better served by pumping up your emo-

tions. Logical thinking is unlikely to do you much good on the playing field. If you are going to give a speech, a state of high anticipation is important — it keeps you focused and communicates itself to an audience as sincerity and enthusiasm.

For longer term circumstances, a steady moderation is more appropriate. A fever pitch can't be usefully sustained for long. For instance, a scientist conducting a complex study will want to approach it methodically. If he forgets his scientific approach and only does those experiments that appeal to him emotionally, his conclusions will be of little use.

If you can rate behavior on a scale of 1 to 10, there will be times when a very low response (a 1) is appropriate. At other times an extremely high response (a 10) will be required to deal with a particular situation.

In the long term, most people are probably happiest when the basic events in their lives are a 4, 5 or 6. A life that swings too far in one direction or another, a life made up entirely of 1s and 2s and 9s and 10s, is a life out of balance. If you take a long look at your overall behavior and find yourself regularly behaving or thinking in extremes, it may be time to step back and take stock of yourself. The ideal habitual domain is a state of equilibrium.

A MEMORY EXERCISE

Here is an exercise that will quickly allow you to learn a great deal about yourself.

Think back to your childhood before the age of five. Ask yourself two questions:

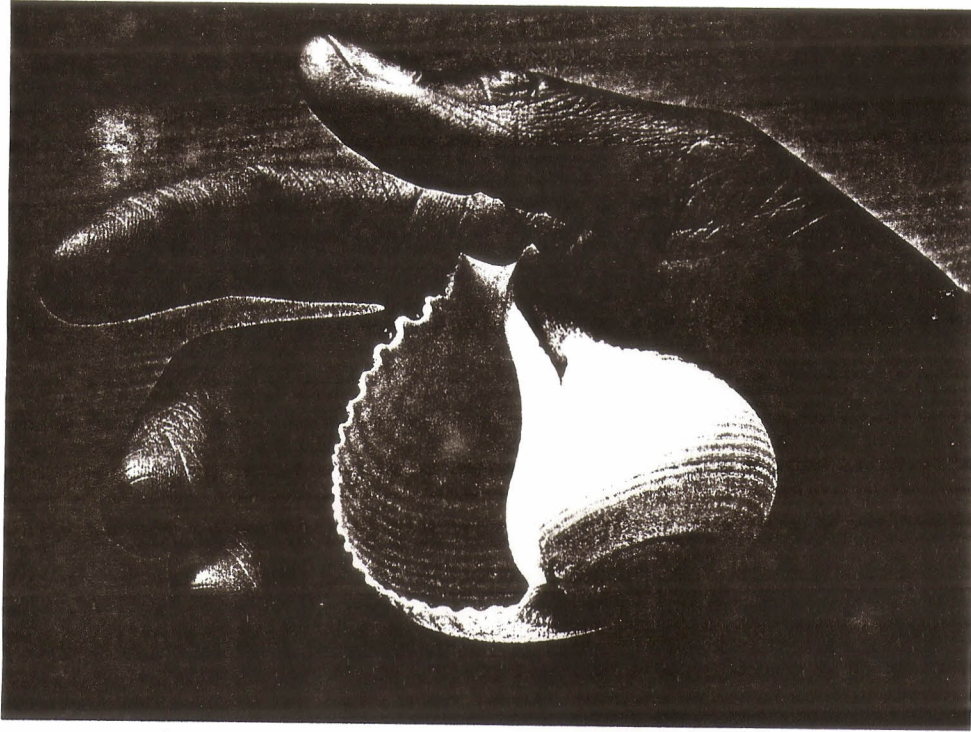
"Who were the individuals who had the most influence on my life?"

There are at least three or four, including your parents, family members, neighbors, preschool teachers, perhaps even a favorite baby sitter.

"Which events most influenced me during this period of time?"

These events can be both pleasurable and unpleasant. Summers spent on your grandparents' farm may have instilled in you a lifelong love of the outdoors. On the other hand, a traumatic illness that resulted in several weeks in the hospital could have left you with a lifelong dread of visiting the doctor.

Divide your life into three- to five-year segments (for example: the elementary school years, junior high, high



school, college, the first years of marriage etc.) and ask the same questions of these time periods.

Be honest with yourself. Don't ignore or gloss over negative experiences or individuals. Undoubtedly, they still exert a great deal of control over you.

Here's a true story that illustrates the effectiveness of this technique:

In one of my classes was a young woman who had an extremely hard time relating to her male teachers. She didn't like to engage them in conversation, she didn't participate in their classes and she was uneasy in their presence.

Her behavior soon came to my attention, and in a conference I asked her to go home and try this memory exercise.

She later reported that the exercise forced her to re-evaluate the influence of her father. This man was an alcoholic who, when drinking, often became violent and brutalized his family.

As a result of the strong circuit patterns these unpleasant experiences created in her brain, the young woman had a terrific fear and mistrust of all male authority figures.

The wonderful thing about this story is that once she recognized the source of her anxiety, this student made peace with her father and most of her fear disappeared. She had spent years trying *not* to face her unpleasant childhood memories, without realizing that those memories were nonetheless having a seriously debilitating effect on her life as an adult.

Time and time again you will find that the simple act of *recognizing* the source of a strong circuit pattern (in her case, fear of men in authority) is often enough to defuse that pattern, to change it to something more positive.

HOW CIRCUIT PATTERNS WORK

While everyone's brain operates along the same basic lines, individual differences do exist. Just as we each have specific and complex ways of expressing ourselves and moving, so do the ways in which we record, store and retrieve our memories have an individual stamp. But very few of us have stopped to analyze just how our individual memories work.

Every memory is a circuit pattern. That pattern may be very strong, which means that you have no trouble retrieving it. It may be so strong, in fact, that it dominates your con-

In the cross section of a tree trunk, or the lines on a shell, you can see how the growth occurs in stages, ring after ring. We can look at our HD development in this way. On a piece of paper draw a circle for each year of your life, one outside the other (or even just a 10-year period). In each ring, note major experiences and changes that occurred during each year. How did the experiences help your habitual domain to grow? Did you grow steadily or in spurts? Have you grown lately? Were tough times the periods of most growth?

sciousness. You think about it all the time, whether you want to or not. This is particularly true of individuals who have undergone a traumatic experience. For instance, a person who has been a victim of crime often will find himself haunted daily by memories of those events.

On the other hand, your circuit pattern for a particular memory may be very weak. While it may be true that everything we see or experience remains stored in our brains, the patterns of some memories may be so weak that we cannot consciously recall them.

I tell my university students that after every class session they should review their notes as soon as possible. Having heard me lecture on a subject, their brains will have created a circuit pattern of the information I provided (if they were paying attention).

Initially, it will be only a weak circuit pattern, and it will grow weaker still if they do not reinforce it quickly.

This is the benefit of a prompt review. The circuit pattern or memory will be strengthened as it undergoes this form of mental exercise. Students who do not refer to the day's notes until the end of the semester are often frustrated to find that they can recall little of the original lesson. They go into their final exams with a distinct disadvantage.

This is true for business people as well. Reviewing meeting notes soon after a meeting can help put the conversations that occurred into active use. Meeting notes that go into a file drawer without review remain only notes.

A perfect example of how circuit patterns develop and grow stronger can be found in the study of foreign languages. Initially, students will find themselves mentally translating a foreign phrase into English. But with repeated use of that foreign language, the circuit patterns become so strong that students find themselves thinking in that language. They no longer have to *translate* a conversation into their native tongue to understand it.

In building circuit patterns, repetition is everything. Reinforcing circuit patterns regularly can have broad and lasting applications. A wise woman in my native Taiwan employed this truth to great success in her efforts to build a hospital.

Cheng Yen's Hospital

The Honorable Cheng Yen, a renowned Buddhist nun and a very revered figure in Taiwan, decided several years ago to build a hospital for the poor. She didn't have the money for this effort, but asked her several dozen followers to pledge \$15 a month to the effort.

Rather than asking them to pay a lump sum of \$15 a month, she told her supporters to donate 50 cents every day.

The actual amount of money being donated by these individuals would be the same, but the act of making a donation every day instead of just once a month had a ripple effect.

Many of Cheng Yen's followers were middle-aged women who frequented Taiwan's markets. In the course of their daily routines, they often would mention that they had to save 50 cents a day in order to do good deeds for Cheng Yen. Soon individuals from all walks of life became aware of the nun's efforts and themselves became supporters.

Here's the point: When a person donated 50 cents every day, the donating behavior was repeated every day. The circuit patterns for this charitable behavior thus grew stronger and stronger. In time, whenever a donor opened a wallet or purse, he or she was reminded of Cheng Yen's work. Simultaneously, their "pro-charity" circuit patterns were diffused among those they contacted through words and deeds.

Cheng Yen's strategy worked. Within a few months she had raised more than enough money to begin building her hospital.



MEMORY FUNCTIONS

Circuit patterns are central to a habitual domain. Circuit patterns are the key to changing our minds, thus changing our behavior, building more desirable behavior and expanding our habitual domains.

We all have different ways of **encoding** memory and **organizing** the information we receive every day.

For most of us, **visual images** and **pictures** are the most commonly used encoding devices. A majority of people are "visual learners," that is, they are most likely to remember

- something they see, rather than something they hear.

See if this story sounds familiar: You're in your bedroom one morning getting dressed, and you make a mental note to get a certain book off a shelf in the living room because you'll need it at work that day.

You finish dressing, eat breakfast, make sure the kids are dressed and you're ready to go out the door when you realize there was something you were going to take to work.

What was it? You can't remember. You wander from room to room wondering what object it was that you needed.

One thing you do remember: When the thought first occurred to you, you were in your bedroom, getting dressed. You might have been looking into your closet.

So you go to the bedroom, stand exactly where you were when you made that original mental note to yourself. You look into your closet and — presto! — suddenly it comes back to you. The book in the living room! Of course . . . !

At the moment while getting dressed that you made a mental note to get the book, you created a visually encoded circuit pattern. You were looking in the closet at that moment, and so the idea of "get the book" was cemented or piggy-backed to the visual stimulus of looking into your closet.

Visual stimulus is a very powerful memory tool. But there are certainly others. Persons with poor eyesight are especially sensitive to **sound, smell, taste** and **touch** as encoding devices.

Some encoding methods don't rely much on sensory input. For instance, some individuals employ **logical thinking** or **concentrate on certain words** to build memories.

In most cases, memories are strongest when the individual makes a special effort to encode the information. If you meet an individual named Baker and mentally make a picture of him wearing a baker's hat, it's likely that you'll remember this person's name the next time you meet.

How do you encode your information? Do you have to listen, see, smell, taste or touch before you build a strong impression or circuit patterns for certain things? How do you retrieve and make use of your stored memory?

The key to remembering is to exercise your memories. Use them and they will grow stronger. That stored information

which you are aware of all the time — the names of your family members, for example — are memories that are retrieved repeatedly. The circuit patterns that represent those memories are not only extremely strong, but they have spread, diffusing throughout your brain and attaching themselves to other circuit patterns, making them easier still to recover.

What are your **most active memories** (i.e., the core elements of your habitual domain)? These are the memories which continue to have tremendous influence on your lives.

These **core memories** may be extremely positive. The memory of an intense spiritual or religious experience can have a continually transforming effect on an individual's life. So can romantic love or memories of one's children.

A bad core memory also can have negative consequences. If your mind is dominated by fear or by a desperate need for revenge, it can prevent your enjoyment of life.

How **deep** and **detailed**, how **broad**, how **extensive** and how **integrated** is the memory? Did you decide to strengthen certain memories, while letting others lapse? How did you make those decisions?

Can you quickly shift from one set of memories to another? Can you turn from one task to another or do you function best with just one topic before you?

KNOWLEDGE AND SKILLS

Given some time to think about it, you can identify dozens of skills you possess. Many activities are complex sets of skills, like driving a car. You can speak, walk, tie a knot and make use of other common skills that most of us exhibit every day.

What about the **human skills** that allow you to deal with your fellow human beings? These allow you to know others, to work with them, to exhibit leadership or, conversely, to be an effective follower.

Think for a few minutes about these **interacting skills**. In conversation, are you a good listener? Or are you so preoccupied with what you're going to say next that you pay little attention to what others say? Can you approach any topic with an open mind, or are your feelings so established and rigid that you can tolerate little that goes against your feelings and beliefs?

Write down your main channels for encoding new information and how you store it. What makes you remember? When you encounter a new stimulus, how do you make yourself understand it quickly?

Are there memories that continuously occupy your mind or attention? Are they getting in the way of your growth and change?

Goal Functions

From studying the work of many psychologists, I created a list of seven basic goal functions shared by virtually every human. Can you think of others?

1. **Survival** — We don't pay attention to these functions because our bodies are designed to handle them and naturally. But when we fail to attend to them, we become uncomfortable, we become uneasy and we become stressed.

2. **Reproduction** — These functions can be used to expand the human race.

Survival and Satisfaction

3. **Health** — We need to maintain our health and vitality. We need to have enough food, water, shelter, and the means to acquire these things and goods.

Reproduction and the Family

4. **Family** — We need to have a family and to be able to care for our children.

Reproduction and the Community

5. **Community** — We need to have a community and to be able to care for our fellow citizens.

Reproduction and the Nation

6. **Nation** — We need to have a nation and to be able to care for our fellow citizens.

Reproduction and the World

7. **World** — We need to have a world and to be able to care for our fellow citizens.

Reproduction and the Universe

8. **Universe** — We need to have a universe and to be able to care for our fellow citizens.

Reproduction and the Cosmos

9. **Cosmos** — We need to have a cosmos and to be able to care for our fellow citizens.

Reproduction and the Galaxy

10. **Galaxy** — We need to have a galaxy and to be able to care for our fellow citizens.

Reproduction and the Universe

11. **Universe** — We need to have a universe and to be able to care for our fellow citizens.

You have **communication skills** that connect you with others. Can you express ideas clearly, effectively and persuasively? Are you better at doing this verbally or in writing? Do you speak, write or read in a foreign language?

Do you have strong **analytical skills**? Are you capable of logical thought or do your emotions tend to dictate your view of things?

Closely aligned with this are your **decision making skills**. Facing a problem, can you make decisions quickly and effectively? Do you embrace risk or avoid it? Do you opt more for rigid routines or flexibility? Once you make a decision, are you committed to it? Or are you open to altering a course of action if circumstances seem to require it?

And you have **professional skills**, the skills you have built up over years of education and experience. Imagine you're applying for a job and want to list the skills you will be able to provide to your new employer. Your abilities can probably be grouped under a general area such as accounting, marketing, management, engineering, writing, law, science, art, teaching. In that general area, you will have highly specialized skills, some that are unique to you.

PHYSIOLOGICAL CONDITION

A huge part of each individual's overall habitual domain depends on matters of health. We barely think about it when we're feeling good, but just try writing a speech when you've got a splitting headache. You'll probably find that the headache will win — you'll have to give up working until it goes away.

We're always monitoring the conditions of our bodies, usually unconsciously. When our physiological system is working properly, it produces no charge and we're not even aware of it. But when one or more of our systems is out of order, or when illness occurs, it can create such a high level of charge that it dominates our minds and attention.

When we're sick we may not be able to endure the hardship of work. We are consumed by worries over our health and the effort to become well.

Do you pay attention to matters of health? Do you spend a significant amount of time to maintain a healthy body?

How are your interacting skills? Can you open your mind? Can you open another person's mind so he or she can listen to you?

What do you do best?
What do you want to do most?

SETTING YOUR GOALS

What are the **priorities** of your daily life? For some individuals, pleasure is everything. Their primary goal in life is to have a good time.

Others are so devoted to their careers that they have no time for other considerations — even their own families.

Or a parent may be so devoted to the goal of raising healthy, happy children that he or she de-emphasizes other goals, such as cultivating friendships with other adults or of gaining respect from the community.

Every day in dozens of ways we set goals for ourselves. A goal could be something as big as setting our sights on a promotion at the office. It could be as seemingly modest as getting to work on time.

In both cases, by setting a goal we have created a charge structure that stimulates us to take the actions and make the decisions that will bring the goal closer. It might mean putting in extra hours on the job to show the boss that we're worthy of that promotion. Or it could be as simple as deciding not to linger over the morning newspaper so that we can get a head start on rush hour traffic.

Of course, our goal setting is fluid and our goal priorities change — sometimes abruptly. If you wake up in the middle of the night and smell smoke, your overriding goal will be to get everyone out of the house safely. At a moment like that, the goals you have set for yourself at the office will be insignificant to you.

A Goal-Setting Exercise

On a piece of paper draw seven horizontal lines about 4 inches long. At the left end of each write the number 0; at the right end put down a 10. In the middle of the line, mark a 5.

Now use a line for each of the following priorities; mark on the line where you believe each falls. A 10 means that this is an extremely high priority for you. A 0 means you hardly care about that goal at all. A 5 puts you right in the middle.

Save your responses to this exercise and repeat it in a week or so. Have your priorities shifted during that time?

Another thing to remember: This isn't a test. There are no correct or incorrect answers. The idea is to be honest

with yourself. If, after completing this exercise, you see aspects of your personal priorities that you're not happy with — so be it. You'll be in a position to change them.

Here are the goals to prioritize:

- **Survival:** If you're acutely worried about your health or falling into poverty, you might give survival a 10. If you really don't care — if in fact you court danger and enjoy it — you'll give yourself a much lower number. Survival and security include our physiological health and basic needs, such as proper quality and quantity of food, shelter, clothes, mobility, safety, acquisition of wealth or other economic considerations.

- **Perpetuation of the Species:** This includes sexual activities and romance, family love, health, welfare. All living organisms are programmed with the goal to perpetuate their species. How strong is your drive to have children? To protect your offspring? Younger people who believe they will have plenty of time in which to start a family might not place having children at the top end of their scale. A middle-aged woman who hears the ticking of her biological clock may give this category a 9 or a 10.

Most parents place a very high priority on protecting their children. The safety of one's offspring can, and often does, supersede career, affluence, the desire for recognition and prestige, and a host of other usually dominant goals.

- **Feelings of Self-Importance:** We make a contribution to others if we can fulfill their need to feel important. Do you get enough of this in return from others? Is feeling good about yourself very important to you? Then give it a 9 or a 10. Are you a person who never even bothers to consider such things? Then you'll register in the low numbers.

- **Social Approval:** As social animals, humans have a natural need for social approval, recognition and belonging. If someone compliments you, you feel pleased, because your social approval need is partially satisfied for the moment. Some of us are tremendously concerned about how we are perceived by our peers and are

Think of how a specific event over which you had no control expanded your habitual domain. How were you changed?

more than willing to mold our behavior in order to please others. Others care less about fitting in. How do you rank yourself?

- **Sensuous Satisfaction:** This includes the gratification of our senses, all of them. Good food, comfortable surroundings, an occasional massage or a soak in a hot bath. How important are these to you? At different points in our lives our goals in this category will change in importance to us.

- **Logical Consistency and Curiosity:** This is a basic instinct in human beings. We are curious about new things, but, at the same time, we don't like cognitive dissonance. We search for consistency in our beliefs, perceptions and behaviors. We distrust change, even when we crave it. We keep people who seem inconsistent (therefore, not trustworthy) at a distance. Are you bothered if you cannot see a steady, overriding pattern or logic to your behavior? Are you concerned when you find yourself engaged in contradictory behavior?

- **Self-Actualization:** This is a fundamental life goal. As a person matures, he or she will feel increasingly a need for self-actualization — a need to “become the person I always wanted to be.” Sometimes, people make major career or life pattern shifts during middle age. These so-called “midlife crises” are often simply responses to the need for self-actualization. When reports of a person making a successful life shift are shared, most people feel intense interest, and sometimes envy.

In the process of self-actualization, a person wants independence and will often detach from peers' influence. The search for the meaning in life becomes more important, and a person will choose a direction and stick with what he believes to be true. Because religious systems can satisfy the human need for self-actualization, religion has become the most pervasive social system, culturally and financially, around the world.

A Goal-Setting Checklist

Now that you have ranked priorities for some fundamental goals, consider this checklist of some of the qualities that

can contribute to reaching your goals. How are you at applying these to your own priorities?

Coherence in your goal setting can help you avoid conflicts and move steadily toward your goal. It's obvious that to achieve one goal, you may have to sacrifice other goals. You can hardly achieve your goal of more relaxation time if another of your goals is to become CEO of your corporation. To address either goal is to undermine the other.

In such circumstances your goal setting lacks coherence. Your goals, taken as a whole, generate too much conflict and too many contradictions. Virtually all of us lack some coherence in our goal setting because we must address conflicting elements in our lives. For example, juggling job and family responsibilities is a coherence issue most working adults face constantly.

Some individuals usually avoid such conflicts through their ability to concentrate so fully on one goal that they make themselves forget that they also have conflicting goals. Making as many of your goals as you can into a coherent pattern can help you find a balance in your life.

Persistence in pursuing your goals can be a key to success. Are you initially excited by a goal, but do you quickly run out of commitment? Highly persistent people often refuse to change their goals. They keep plugging away until they get there.

Avoidance Justification is the opposite of persistence in goal setting. We decide a goal is unreasonable, and we justify avoiding it by either minimizing its importance or rejecting it altogether. This is not necessarily a poor response: Sometimes the effort truly is too great or the goal itself proves unworthy of pursuit.

Either persistence or avoidance justification can be appropriate in different circumstances. The difficulty arises when you rely overmuch on one or the other, turning yourself into a workaholic or a slacker.

Specificity and Measurability are important to goal setting, particularly important in job-related situations. How will you know when your goal is reached? The most successful weight loss programs encourage dieters to set a specific (but reasonable) goal: say 10 pounds, rather than just “I want to lose weight.” Do you set a deadline for completion

Write three measurable, specific, clear and challenging goals for yourself. Write the same goals in ways that are not measurable, specific or clear. What is your difference in approach to the two sets of goals? Which set seems harder to accomplish? Which set creates a bigger charge?

How important is it to you to have a philosophy or frame of reference to count on?

What are your personal goals? Are these different from your goals at work? Are these goals conflicting?

of a project or a specific phase of it? Or do you simply say, "I'll finish it as soon as I can"?

A key to good management is to let employees know exactly what's expected of them. Make the goals specific. Unfortunately, often we aren't nearly so specific with ourselves. The result is that we frequently don't accomplish what we could.

Degree of Difficulty is as important as measurability. Without a challenging goal you cannot expect to create a high level of charge. Indeed, if you know you can easily accomplish a task, your charge will be exceedingly low. This is a frequent theme of winning sports coaches who admit they set very high standards, knowing the high expectations will drive the players to meet them.

A real challenge will fire up your efforts. But this doesn't mean that you always should push yourself to the limits. Set too high a goal and after a time you may reject it as impossible. Your confidence will erode, and the charge created by goal setting will disappear.

Ideally, you should set reasonable goals that you have a good chance of reaching, but still remain challenging. This will create the charge that will allow you to accomplish your mission. Good managers recognize the effectiveness of challenging employees without setting goals so high that they are discouraged.

Students of habitual domains often ask me: "Should I set goals for myself which are well outside my habitual domain? Should my goals be at the edge of my HD? Or well inside my HD?"

The answer depends entirely on your degree of self-confidence. But a curious thing happens to ambitious people who set big challenges for themselves. Once they set a goal outside their HD, they find that goal becoming a part of their own habitual domain.

Generally speaking, setting very high goals is fine if you are able to view that goal realistically. You might set for yourself the goal of becoming President of the United States. Clearly, the odds against your becoming President are tremendous.

But as long as you realize how high that goal is, it's OK. You know you're probably not going to reach so lofty a position, but

you still can take pleasure in the process of striving toward the goal. You may not succeed totally, but you will no doubt be enriched by the effort. On the other hand, no one is elected President *without* setting the goal to gain the office.

Time Horizons are useful in setting goals. Do you take a long-term or short-term view? Some of us can sacrifice short-term gains for long-term achievement. Others may prefer the enjoyment of short-term gains. Are you most comfortable with immediate goals or do you like to look ahead?

STATE EVALUATION

Are you **optimistic** or **pessimistic**? Do you generally see experience as favorable?

Do you evaluate situations by intuition or by **careful analysis** and **thinking**, or both? Where would you rate yourself on a 10-point scale on thinking or feeling?

Some of us go to extremes, but everyone exhibits elements of both qualities. Some gamblers may go almost exclusively on their gut feelings, while others are analytical players. In high stakes situations, they often rely on a combination. Mathematicians and scientists will usually rely heavily on thinking, especially in their research work, but there are times when nothing in research substitutes for the "hunch" that becomes a break-through hypothesis.

Businessmen rely on both thinking and feeling. A manager can look at an employee's work record, but cold, hard facts may not fully explain whether that person will be suitable for a particular job. The manager's intuition about and feelings toward the employee may be invaluable in making a decision. Some things just aren't quantifiable.

Generally speaking, **how long** does it take you to reach a clear-cut conclusion? Are you someone who reaches a conclusion, right or wrong, relatively quickly? Or do you hesitate frequently and delay making a decision?

Take a look at your **breadth** and **depth** of deliberation. Do you have difficulty in making judgments? If you're buying a mattress, do you read various consumer reports, compare prices and materials and visit several showrooms to test different products?

Or do you pick up the phone, call a department store and

List all your goals. Think about them as you list. Should you keep them written down for review? As you write them down, do you find yourself modifying them?

If a high-jump coach tells athletes to jump as high as possible — without providing a bar to jump over — even the best can't accomplish much.

The effective approach is to put up a bar at a certain height, let the jumpers clear it, then gradually raise the expectation. The jumpers will rise to the challenge.

- tell them to send over the best mattress for a certain price?

How much does **peer influence** affect you? Most of us are concerned about what others think of us.

Perhaps you're an individual who makes business decisions based entirely on your own internal agenda. You really don't care what others think of your conclusions.

At the same time, however, you may spend a great deal of time every morning choosing your clothing for the day. It's important to you that you present a certain image to your colleagues and customers. That's peer influence, too.

Once you've evaluated a situation, how *specific* are your conclusions? For example, "It will all work out in the end" is not a very clear statement.

But consider this alternative: "Things will work out fine because the worst that can happen under these circumstances is such-and-such. And I expect our outcome will be far less drastic than that."

How **stable** are your conclusions? Do you stick by them? Some people can take three days to come to a decision, and then they'll almost immediately change their minds. Salespeople call this buyers' remorse. It means the customers are second-guessing their own choices.

If you believe yourself to be a person who often makes mistakes, it will be difficult to commit to a conclusion. You lack confidence. The opposite of this is the rigid person who would rather die than change his mind, even though logically he may recognize a better alternative or course of action is available.

CHARGE STRUCTURES

A **high level** of charge is a necessary prelude to our tackling a task. Some people are easily moved to action. Others just don't get many high levels of charge. They're easygoing and unruffled about most events.

What are the main events that can cause a **change** in your charge structure? What changes your behavior? What raises your levels of hope or expectation? What excites you? Conversely, what upsets you, makes you angry or frightened?

Each of us responds to different sources creating different levels of charges at different times and in different circumstances.

Just about everyone will respond to a life-threatening situation. But only some of us will become infuriated when another driver cuts in front of us.

Remember: We're most sensitive to the events that create relatively high levels of charge. Monitor your emotions and compile a list of recurring situations that create a big charge in you.

The **distribution** of your charges dictates your ability to act upon them. At any given time you will have a number of high-level and low-level charges awaiting discharge. They are competing for your attention. Some lucky individuals have the ability to *focus* on one event or operation, temporarily ignoring all the other charges they carry.

Most of us, though, find it extremely difficult to function when we have too many charges. We concentrate best when there is only one event or problem carrying a high level of charge. Too many charges can keep you from focusing. In such a situation it is best to address those situations that are derailing your efforts. Get them out of the way, then concentrate on the most important job.

A persistent inability to focus suggests a problem that must be dealt with. Depression is one of the results of too many highly charged problems — particularly if the individual lacks the confidence and means to reduce the level of charge.

The **dynamics** of your charges affect their patterns over time. If you consistently have very low levels of charge you may be peaceful, calm and content, but you will almost certainly lack the urgency needed to achieve a specially targeted goal.

The extreme opposite isn't desirable either. Being continuously under a high level of charge can be exhausting and ultimately debilitating.

Ideally, we should be able now and then to empty out wishes and desires so that our level of charge is reduced (use the Deep and Down Principle). Meditation, prayer, simply enjoying nature can allow us to experience moments of calm. But when desired, we should let the charge build again, pushing us to action.

How do you *release* your charges? Ideally, you will have readily available solutions to your problems — skills and knowledge that can be applied to the problem — and you can turn a charge into positive action.

Swordmakers in bygone times observed that many potential buyers would run their thumbs along the blade of a sword in order to test its sharpness. These same individuals would usually neglect to examine the grip for defects. They failed to consider that a sharp blade on a bad grip would be no better — indeed, probably worse — than a mediocre blade.

All too often we examine only what is immediate to a problem, while ignoring the larger context. A common example: We often become so mindful of our career goals that we neglect family and health.

Who or what may be some of the sources for external information that are not tapped by most people? One rich source for experience is older people. It is their natural state to consult and they have much to teach, yet many times younger people reject them as old-fashioned. Consider taking advantage of some sources for information that others around you may overlook.

They've found it's easier for them to handle a big problem in several small sessions rather than one long one.

Planning is the key to many endeavors, particularly when it comes to business management. To what degree do you plan in advance your attention time allocation? Do you regularly map out your tasks, allocating time and intensity according to the difficulty of the goals?

Without planning, your time may be allocated by the urgency of arriving events. These are interruptions that can derail progress — a haphazard and highly ineffective way of achieving your goals.

INFORMATION INTERACTION WITH THE EXTERNAL WORLD

What are your **sources of information**? Do you go looking for input (solicited) or does most of it arrive unexpected (unsolicited)?

Is it from private **channels** (friends, co-workers, family) or from public sources (the media)? Which are your most important and useful sources? Which are trusted channels of information? Which don't you trust?

In obtaining information, what is your **degree of interaction**? How often do you actively seek external information? How much do you supply to others, and what channels do you use? How often do you keep things to yourself?

What are your preferred **information forms**? There are many possibilities: words, pictures, deeds.

If dealing with written or spoken language, which language? A foreign language, English or perhaps a highly technical language largely unknown to laypersons?

Another thing to consider is the way in which delivered information can be altered by the style of the person delivering it. Is the communication **straightforward** and **pointed**, or **tactful** and **diplomatic**?

Consider your favored **methods of information output**. Would you rather hold a conversation, write a memo, take notes? Would you prefer to say little while jumping to the task at hand? Are you tactful or blunt? Is your delivery still or animated?

TAKE TIME TO SMELL THE ROSES YOU PLANTED

A reminder: Once again, take your time. All this analysis can seem tedious or even impossible to do if you try to do it at one sitting.

Take one function at a time and consider it in a leisurely way. Let yourself explore your mind, your memories, your ways of interacting with the world. In effect, you will be mapping the landscape of your Self, your habitual domain. Everything you discover will be valuable and useful to you.

It's taken years to develop your Self. Don't try to complete this important exploration too quickly.

Challenging goals spur us to move actively in a direction we desire. Oliver Wendell Holmes, the great U.S. Supreme Court justice said, "The great thing in this world is not so much where we are, but in what direction we are moving."

跨過在您的領域與外面世界的界



Chapter 6

Crossing the Boundaries Between Your Domain and the World Outside

All of us become involved in myriad events (using the word event to also mean circumstances) which have a significant influence on us. To understand someone — ourselves or others — it's necessary to consider the events and problems that an individual deals with and how he or she handles them.

These circumstances or events can be domains in themselves (a company, for example, has a habitual domain). When they are part of our lives they also become part of our personal habitual domains. This is perhaps most obvious in the workplace. Next to home, no place is so familiar as where we work, and the people we work with can almost become a family for us.

Some events are simply that — an event or occurrence — such as moving from one city to another. But the effect of the event can have enormous impact on our habitual domains.

Given a habitual domain outside our own — for example, one's job — we can study it from the viewpoint of behavior functions: *goal setting, state evaluation, charge structures and attention allocation.*

We can also study it from the viewpoint of interaction

with others, as well as trying to understand the identification spheres and roles required by the external interaction.

These projections help us understand the details of the other habitual domains. They are also useful in examining the impact of the events, circumstances or other domains on our own decisions and behavior.

Habitual Domains and Events

The following are common events that affect just about everyone's life. It is impossible to understand your own habitual domain without taking such events into account.

Use these questions as checklists to think about yourself in relation to these "events."

PRIMARY JOBS AND JOB-RELATED ACTIVITIES

What is your contribution in your job? Who are your customers? (The customer here has a wider definition that includes your boss, subordinates, colleagues and the people to whom you provide service.) How much authority and responsibility does your position carry? Is the authority and responsibility clearly stated or implied? What are the reward and support systems? Are there opportunities for self-improvement, growth potential and advancement?

How do you relate to your colleagues, subordinates and supervisors? Does your boss provide opportunities? Do your colleagues support you? Are your subordinates loyal? How much time do you have to allocate to release charges created by your boss? How much do you participate in meetings, decision making, and information gathering, processing and assimilating? How much of your day is taken up with routine problems, fuzzy problems and challenging problems, and how do you handle them? Finally, what is the degree of satisfaction you derive from your job?

SOCIAL MISSIONS AND WORKS

What organizations do you personally identify with, from private clubs to international groups? What are your feelings of attachment to these organizations? What do you think is

the ideal state for the organization? What is your degree of participation and identification with the group and its special projects? And, once again, what kind of satisfaction do you gain from participating?

HEALTH AND ILLNESS

How do you maintain your health? How much attention do you give self-improvement, exercise? Are you worried by illness? How serious are the illnesses? Can you accept them? Are you willing to let others know about your health issues?

EVENTS WITH INTIMATES

Intimate friends can be widely defined to include spouses, boyfriends, girlfriends, partners in business or friends with whom you share information about yourself. How much time do you spend with intimates? These relationships can create high levels of charge and strong memory and affect our performance in other situations.

FAMILY EVENTS AND PROBLEMS

How much time do you spend with your spouse? Children? What kinds of challenges does your family face? Examples include children's education, moving, health, adolescent problems, special events, parents' health, financial hardship.

However, it should be noted that the importance of this and other categories in forming one's habitual domain cannot be gauged simply on the basis of how much time each event takes out of your day. An argument with your spouse may take only a couple of minutes, but it can ruin your entire day.

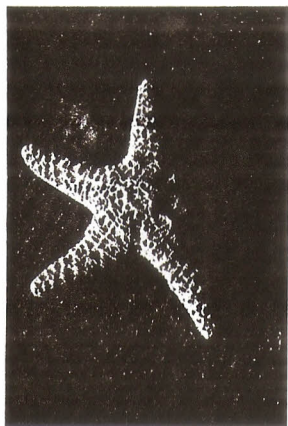
HOBBIES AND SPECIAL INTERESTS

Hobbies or special interests could mean almost anything not job-related: watching TV, reading books, making art or music, athletic activities, cooking. The list is practically endless. What do you learn or get from having a hobby or special interest?

RELIGION, NATURE AND THE UNIVERSE

I'm referring here not to a narrow, dogmatic definition of religion but rather to spirituality in its broadest sense.

List the 10 activities you most enjoy. Does your life make time for you to do these things? If not, what is getting in the way? What can you change to allow yourself to do these things?



Every living thing is destined to die. Recognizing this directs our consciousness to a higher plane.

Every individual, whether a beggar or the head of a huge industry, is destined to die. Sooner or later each of us will, to some degree, take note of the origin and transitory nature of our lives. When I refer to spirituality I mean anything that takes us out of the linear, problem-solving thinking that dominates our day-to-day existence and directs our consciousness to a higher plane. This may include, but certainly is not limited to, organized religion.

The fact is that many of us spend more time every day contemplating spiritual matters than we realize. Among these moments we would most certainly include prayer and meditation. But also important is any undertaking that allows us to consider our place in the huge continuum of creation.

This might include our dream lives, or the act of quietly observing a work of art, or concentrating on the natural world. Watching and listening to a snowfall, closing one's eyes and listening to the sounds of wind and birds — these pastimes take us out of our usual problem-solving mode and move us to a higher dimension, an awareness of the fullness of our being.

Once again, the value of developing one's spirituality extends far beyond the actual time devoted to it. Persons who meditate for 20 minutes a day may decide that it's the most important, beneficial 20 minutes of their day, far outweighing any other pastime they could engage in. Do you take the time to explore your own spirituality?

Habitual Domains and External Interactions

Humans cannot live alone. They continuously interact with the external world to realize their existence and life goals. Thus their identification with and attitude toward the external world will have a great impact on their behaviors.

We will examine these **external interactions** in three areas:

- Identification spheres
- Role maps
- Attitude toward the external world

Identification Spheres

Identification spheres are the dimensions of connection between creatures. Examples of identification spheres in operation are easily drawn from the animal world where we see families, packs, herds and other identification spheres created by blood or instinct.

A jungle tiger will attack other animals but will identify strongly with and fiercely protect its own babies. The pet dog identifies more strongly with its pups than with its human masters. Mountain gorillas set themselves apart from gray gorillas.

Wittingly or otherwise, we constantly define the relationships among ourselves and external living objects, including people and organizations. For each living object, under different situations we consciously or unconsciously determine the desirability of its association and affiliation. For instance, sports fans who normally identify with only one college team will band together to cheer for the country's olympic squad, because their sphere of identification has shifted.

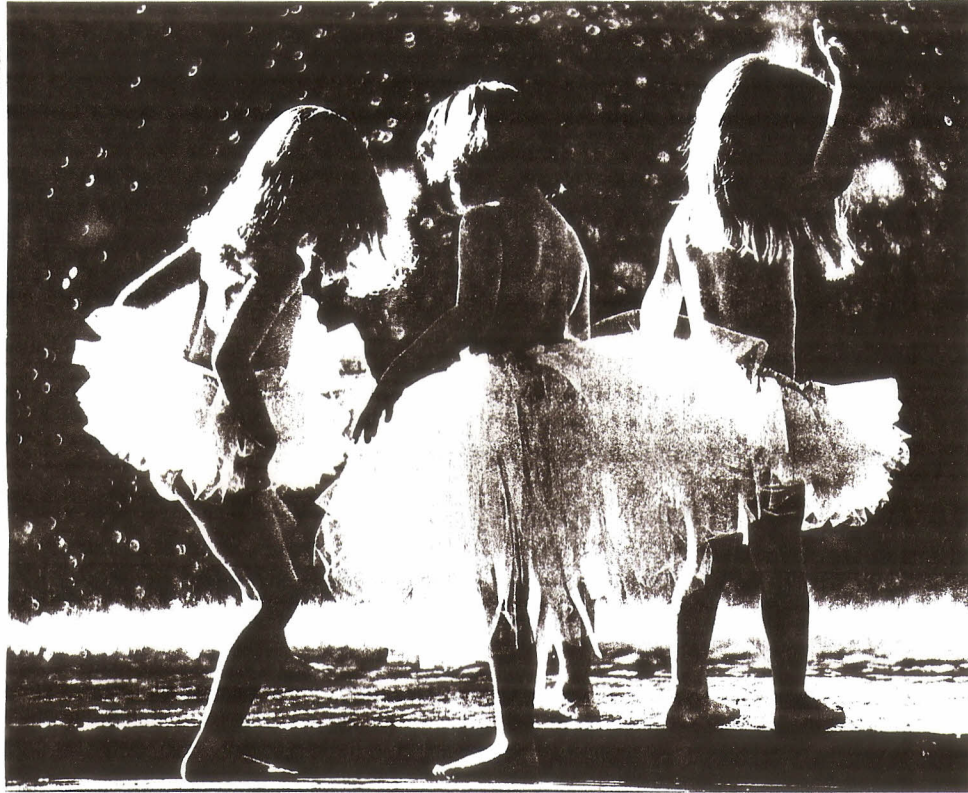
This determination can be instantaneous. When it is desirable to associate or affiliate with another person, organization or object, that object abstractly becomes a part of ourselves and we tend to work for or share the glory and dismay of the object's successes and failures.

When this happens I say we "identify with the objects under the specified situations." In such a situation, the collection of objects that we identify with is called our **identification sphere**.

Consider these common examples of identification spheres:

- If you have a favorite sports team, you're already part of an identification sphere, along with all the other fans of the team. You may not know these other individuals personally, but by virtue of your support of the team, you are part of a unit.
- Imagine you're traveling in a foreign country where English is seldom spoken. Walking through the town square you suddenly hear two persons conversing in English. You

Remember the people you admired when you were a child and the ones you wanted to be like when you grew up. How did they affect who you are and how you behave today? How did they influence your HD? Are they still good models for your life?



may introduce yourself to them. You have created an identification sphere based on your shared language.

If these individuals are also from America, then your sphere is that much stronger. If they actually come from your home state, then you've really achieved strong identification.

Identification is a natural phenomenon. Through analogy and association, we become identified with symbols. The "Star-Spangled Banner" or your school fight song can be the focus for an identification sphere.

Finally, identification is a function of time and situations. Groups of individuals who normally share a degree of conflict — such as management and labor — may find themselves within the same identification sphere when it comes to fighting against foreign imports. But when it's time to renegotiate union contracts, management and labor will be in opposite camps.

A husband and wife or parents and children normally would be in the same identification sphere, but not when they are involved in a family dispute.

COMMITMENT

There are, of course, degrees of commitment to an identification sphere. We're more likely to view our family ties as stronger than those that bind us to a professional organization. On the other hand, some individuals identify so strongly with a religious group that their identification to family fades by comparison.

Those who share the same ideology and background can command a stronger identification than those of differing backgrounds. Individuals sharing the common consequence of an arriving crisis can have such a strong identification that they are willing to die together. In a fire, a parent will risk death to save children. A fighting unit facing a common enemy is one of the strongest identification spheres imaginable.

But be aware that some identification spheres are much more durable than others. Identification based on profit usually cannot last as long as that based on shared ideology. As situations change, a profitability alliance can crumble; a sphere based on a deeply held belief is more likely to endure. Ideology usually has strong roots.

Identification with others is often a function of time and circumstance. A special moment with friends can create a lasting bond.

CHANNELS OF CONNECTION

To study the identification phenomenon, we need to pay attention to the channels of connection in a variety of situations. Just because you and a colleague are involved in the same organization, company or social event, doesn't mean you will be of like mind. You may still differ widely in your goal-setting functions, your state evaluation and the ways you as individuals process information. You and this person may have very strong ties under certain circumstances, but be at odds in other situations.

The strongest identification sphere involves persons with identical goals, identical views, identical consequences. In such a situation these people will work in concert to reach common goals no matter what the situation.

Such associations are, of course, rare. They almost never occur by chance; generally there is some leader who has worked to create an ideal association.

STRENGTH OF IDENTIFICATION

We can summarize our ideas on identification spheres this way:

The strength of identification of one person to another (or a person to an organization) is the aggregate strength of connections over all channels, events and situations.

It is important to note that the strength of an event is closely related to the strength of the circuit patterns representing the events. A person who had an alcoholic parent, for example, will have strong circuit patterns regarding drunken behavior. That person's spouse will almost surely discover that getting drunk may be an event that calls out very strong reactions from the partner who had bad memories associated with alcohol.

We can plot our identification sphere for any number of situations by using a set of circles or ellipses. Begin by putting yourself in the innermost circle. After all, you identify more with yourself than with anything else.

By using a series of concentric circles or ellipses, you can place virtually any object in relation to yourself.

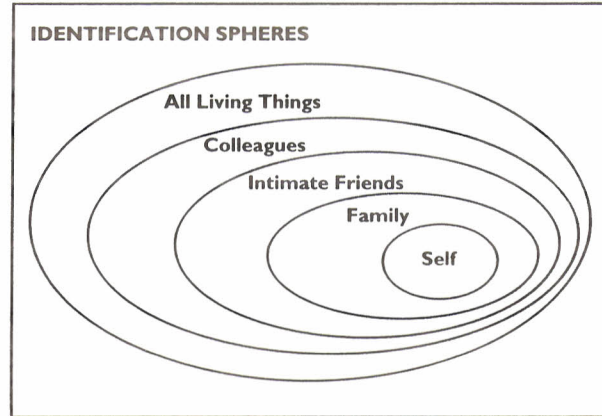
In the accompanying identification sphere, your family may be in the circle immediately surrounding your "self."

This makes sense. For most of us our loved ones provide our closest and most cherished relationships.

In the next circle are intimate friends. If you identify closer to your intimate friends than your family, then the circle next to yourself would be your intimate friends instead of your family. Then, still moving out, we come to a circle that represents colleagues and co-workers. Finally we come to all living things.

From looking at this map we can see quickly where our loyalties and sense of identity lie.

You could make a similar map of your workplace. You would be in the innermost circle, surrounded by the members of your department. The next circle might include other members of the division in which you work. Beyond that is everyone working at the same factory or in the same office as you. Beyond that is the company as a whole, and beyond that, possibly, the parent corporation which controls the company you work for, as well as many others.



Everyone has connections to other living things. In most people these connections form identification spheres that relate to the self in this order, but others may find that friends are more closely connected than family.

MULTIPLE IDENTIFICATION SPHERES

Of course, identification spheres overlap all the time. Let's consider the intersection of two such hypothetical spheres. One sphere is based on religion.

It begins with yourself, of course, and then goes on to include other members of your faith, say as an example, Roman Catholics. The next circle out includes non-Catholic Christians. Beyond that are members of the Jewish faith. Moving yet further away, we find members of all non-Judeo-Christian faiths. Finally, farthest away from you, are non-religious individuals.

Now let's look at the second sphere, which is based on political outlook. Again, you are at the center. Let's say you are a political conservative. In that case, persons with similarly

Select some familiar or important situations, your job, family events or social activities, and begin to draw your identification and disidentification sphere. You'll begin to discover and become more aware of your HD, which is an important step to your self-discovery and expanding your HD. How about the identification and disidentification spheres of the people of importance to you?

conservative views will inhabit the next circle. In the circle beyond that are persons with moderate political views. And finally, as far away from yourself as possible, come liberals.

Please note that while in religious matters you identify most strongly with your fellow Catholics, in the overall scheme of things you identify more strongly with Catholics who hold conservative views like yours. You still have some identification with Catholic moderates, and a bit less with Catholic liberals. But you have virtually nothing in common with non-religious liberals.

Each of us has dozens of identification spheres relating to our place of employment, our living situations, our social and economic status, our education, religion, political beliefs, nationality, language and other concerns. All of them are continuously intersecting.

Such identification maps can help you understand yourself and others and how you perceive and interact with the external world. There are, of course, limits. A 100 percent accurate map of your identification spheres is impossible. But you can achieve a fair degree of accuracy if you are as objective as possible.

MULTIPLE DISIDENTIFICATION SPHERES

Before we move on, note that just as we can create an identification sphere, we can draw its negative counterpoint, a **disidentification sphere**. It is constructed in reverse order of the identification sphere — you are in the outermost circle, while those things you identify with *least* (or which you hate or fear) are at the center.

Sometimes, to get a handle on where our true loyalties lie, it is necessary to draw both positive and negative maps. For example, you may find that some of your colleagues at work can be identified as friends under certain circumstances, and those same persons may be viewed as adversaries under others.

Role Maps

All living things perceive their roles in life situations and act accordingly. When a strong male deer assumes the role of dominant buck, he will fight desperately against other males that move in on his harem of does. The doe assumes her role in perpetuating the species by waiting without interruption until the suitors fight and a winner emerges. But that same doe is capable of facing down a predator in order to protect her young.

Humans also assume different roles in different situations. Under normal circumstances the chairperson or CEO of a large company doesn't perform the job of a secretary. He or she will give orders instead of taking them. In an emerging company, however, an entrepreneurial president may take on many roles from making decisions to sorting the mail.

Understanding the roles we play is vitally important because by defining our roles we also define our possible actions. Our perceptions of the roles played by ourselves and others will vary over time and in different circumstances, yet they can also be stabilized so that a role becomes more or less permanent.

OFFICIAL AND IMPLICIT ROLES

First, examine the difference between **official roles** and **implicit roles**.

By taking an official role, an individual assumes the responsibilities, authority and power of that role. Among these official roles are president, director, manager, crew member, technician, salesman, receptionist, secretary.

Implicit roles are a bit trickier. Say, for example, that while driving down the street you witness a traffic accident and get out of your car to tend to an injured person. Officially you have no responsibility here. You're not a policeman or a paramedic. Yet you implicitly assume the role of policeman or paramedic — at least until the real thing arrives on the scene.

Here's an even more complex situation. Many informal groups or organizations have no clear-cut organizational



chart. Nevertheless, there always emerges a leader who motivates the others, who calls meetings or speaks for the group. That's an implicit role.

INSIDER AND OUTSIDER ROLES

In addition, we play *insider and outsider roles*. If you're one of the insiders in a particular situation, you'll have access to information, discussion and the decision-making process. You're part of the group that makes a final determination and takes the consequences.

The outsiders feel they have no particular reason for becoming involved in the process and generally do not intrude.

Most of us play both insider and outsider roles. If you're an assembly-line worker, you may be part of the team representing your union at the negotiating table. Under these circumstances you're an insider.

But when it comes to planning company-wide policy, you're an outsider. Individuals in management will formulate the policy and be responsible for the results.

Insiders tend to be more active and participative, while outsiders are generally passive.

We must always be aware of the drawbacks of a rigid insider/outsider situation. Suppose the management of a company is considering new product lines. The assembly-line worker is probably an outsider in these discussions. Yet it's entirely possible that he or she may have a useful insight into the problem, not to mention a vested interest. It's the worker's company, too, and its continued success will have a major impact on his or her life.

Therefore, good management allows for a relaxing of insider/outsider lines (it could be something as simple as installing a suggestion box or inviting employees to participate in group discussions). This will give employees an opportunity to switch back and forth between insider/outsider status.

SUPERIOR, EQUAL AND INFERIOR ROLES

Somewhat similar to the insider/outsider situation is the question of *superior, equal and inferior roles*.

Individuals who assume the superior's role tend to be domi-

With role maps we can see the myriad roles we play in different circumstances. Which of your roles are official or implicit? Are you sometimes an insider or an outsider? In which roles are you superior, equal or inferior? How easy is it for you to switch back and forth? What are the relationships between your different roles?

Our perceptions of the roles we play are grounded in childhood experiences.

nant, protective, independent, motivating and direction-setting.

Persons who assume equal roles will be independent, neither dominating nor submissive, less reluctant to express their views and willing to give and take based on reasoning and self-interest.

Those taking the inferior role will probably be submissive, dependent, passive and more willing to take orders.

Even within insider and outsider groups you will find superior, equal and inferior roles — in other words, a pecking order. As is almost always the case within organizations, a single individual may play any one of these roles in a particular situation.

And one must be wary of extremes. The individual who always assumes the inferior role will accomplish little. The person who thinks he's superior in all situations has a dangerous bias and will be an unfit leader.

TEACHER AND STUDENT ROLES

Two other roles we all play from time to time are those of **teacher and student**. When we believe we know more than others and have something to offer them, we become teachers. These individuals are protective, nurturing and expressive. Assuming the student role, we have a tendency to be polite, open-minded and willing to learn.

While playing the teacher may satisfy our egos, it's the student who receives the practical benefits and protection of this education. Good teachers invariably allow themselves to be students on occasion, providing their students with an opportunity to speak out.

As the song by Rodgers and Hammerstein so succinctly puts it: "If you would be a teacher, by your students you'll be taught."

PRINCIPAL PLAYER, CHEERLEADER, REPRESENTATIVE, MEDIATOR, AND ARBITRATOR ROLES

There are many other roles we may play in a competitive situation. Among them are those of **Principal Player, Cheerleader, Representative, Mediator, and Arbitrator**.

Each of these roles has explicit and implicit functions which we assume.

- Principal players assume the role of actually playing the game, whether on the sports field or in the board room.
- Cheerleaders work to instill the morale and spirit needed for the players to win.
- Representatives get behind one particular viewpoint.
- Mediators try to bridge the gap between disputing parties.
- Arbitrators hear both sides of a dispute and reach a fair decision for a settlement.

In the real world these roles aren't independent. One may simultaneously assume several roles and perform a combination of functions. Players taken out of the game become cheerleaders for their teammates. Most of us, though, have a habitual tendency or preference for playing a particular role or combination of roles.

Attitudes Toward the External World

Finally we must take a look at our **attitudes toward the external world**.

Are you an **extrovert** or an **introvert**? The basic difference is that the extrovert likes interaction with the outside world and identifies through this interaction. In most circumstances this person will be outwardly directed.

The introvert tends to focus on himself or herself.

As is so often the case in examining the habitual domain, we find most people have elements of both the introvert and extrovert. Going too far in either direction leads to ineffectiveness.

For example, while the extrovert places emphasis on interactions with others, if that interaction consists of idle gossip, little will be accomplished. An extreme extrovert may be so eager for companionship that he or she never gets anything done.

An introvert is more likely to come to a decision by himself, but at the risk of obtaining insufficient information upon which to make that decision.

Consider some familiar situations, your job, family, events or social encounters and map the roles you play according to the above description. This will help lead you to discover yourself better. How about the role maps of people of importance to you?

Are you more of an introvert or extrovert? To what extent do you use intuition and its opposite, analysis? How do these factors affect the way you perceive information? What benefits could you realize if you strengthened the factors of perception that you may not use much now?

Another distinction may be made between **self-oriented** and **externally oriented judgments**.

Self-oriented people tend to focus on those standards or assumptions that are applicable to themselves; externally oriented individuals focus on those applicable to external situations.

Self-oriented individuals may come to a conclusion quickly but miss the point; externally oriented people may reach a conclusion that is more accurate, but it often takes them a very long time to get there.

The most important factor may not be whether you are self-oriented or externally oriented, but whether you feel you have the competence in a situation to make a decision. Highly competent and confident individuals of either persuasion should generally perform well.

Does your identification tend to be **exclusive** or **inclusive**?

No doubt you've heard someone say, "If you're not with me, you're against me."

It's a perfect example of exclusive thinking. People who have this view regard everything outside of their identification sphere as part of the disidentification sphere. If you're not their friend, then you must be their enemy. Clearly this can be destructive, since it labels as enemies those who may wish you no ill will.

Exclusive types are usually closed, reserved, introverted and very careful in dealing with the unknown. Chances are they will view outsiders as potential enemies and treat them with suspicion and, in extreme cases, even cruelty.

Inclusive thinkers regard everything outside their disidentification sphere as a potential part of their identification sphere. They are more open, extroverted, expansive and possibly less cautious in dealing with outsiders. Since they regard outsiders as having the same nature as themselves, they tend to treat these outsiders with kindness and sincerity.

People are good hearted and decent. But this, too, is a dangerous assumption. Can you really be sure that outsiders don't pose a threat to you?

You'll note in our discussion of the elements that make up our habitual domains that most of us play various roles at different times. But inclusive and exclusive attitudes seem

to be more enduring and unchanging than most of the characteristics we have examined.

Individuals tend to be predominantly inclusive or exclusive, with little variation.

Closely related are the **law and order** attitude and its opposite, a state of **flexibility**. Certain individuals emphasize strict adherence to the rules of those who share their identification sphere. In the absence of such obedience, these persons are frustrated and uncomfortable.

A flexible personality, though, emphasizes individual freedom and flexible relationships among the members of its identification sphere. They are uneasy with strict rules and procedures.

Inclinations toward **superiority** and **dominance** are instinctively connected to our life goals of survival, feelings of self-importance and social approval and respect.

However, feelings of **fairness** and **equity** among the members of an identification sphere suggest a more refined concept of social order; they are generally learned rather than instinctive.

Based on these two dimensions, people may be classified into four groups:

- **High equity and high superiority focus:** These individuals work on fairness and equity at the same time that they focus on their own goals of superior status. Grass roots political leaders in a democratic society are usually good examples.
- **High equity and low superiority:** They work hard on fairness and equity and de-emphasize the importance of superiority and dominance. Judges and priests are good examples of this group.
- **High superiority and low equity:** They push for superiority and dismiss equity as useless. Authoritarian leaders are good examples.
- **Low superiority and low equity:** These individuals have no interest in achieving superiority or equity. They may reach a state of self-actualization in which they detach themselves both from the desires of superiority and the disputes and discussions inevitable with equity.

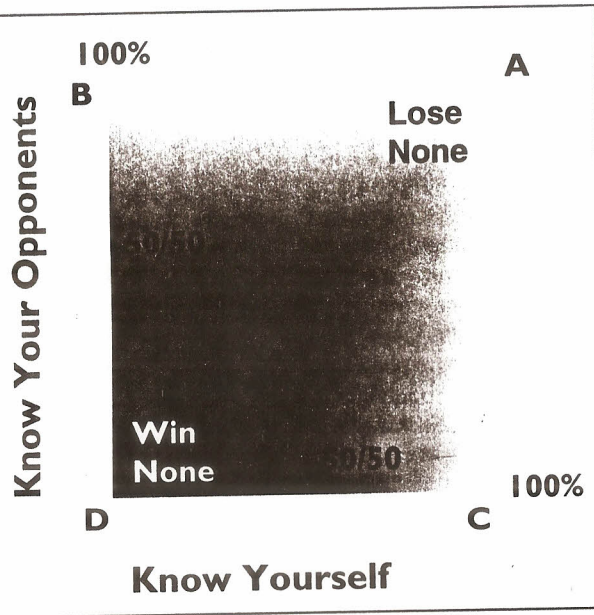
Sun Tzu on War (and Business)

In his famous book *The Art of War*, the ancient Chinese military strategist Sun Tzu stressed the need for a commander to know both himself and his enemy.

Though formulated as a guide to waging war, Sun Tzu's views can be easily paraphrased to apply to habitual domains and today's business world: If you understand your own and your enemy's habitual domain, you cannot lose in any battle. You might fight to a draw, but you cannot lose. This position is represented by point A in the accompanying graphic.

If you only understand your own HD but not your enemy's (or, conversely, understand your enemy's but not your own), your chances of winning or losing are 50-50 (points C and B).

If you understand neither your own nor your enemy's habitual domain, you can never win. Again, you might fight to a draw, but you cannot hope to win (point D).



Words and **deeds** are two key components to interaction among individuals. Some of us deliver more than what we promise, and some, much less. Some show their feelings through actions, some through words.

Some tend to overinflate their abilities, others to underestimate their abilities. Some easily accept requests but cannot deliver as requested; others accept requests only with a great deal of care and make sure to deliver on each request.

When misfortune strikes or failure occurs, some of us are prone to self-examination. We tend to assume **responsibility** for the failure and seldom blame others. In the same situation, others express **criticism**, finding fault with others and seldom blaming themselves. While few of us enjoy being criticized, some of us are able to take it positively; others cannot.

But there's more to these two concepts.

Young children don't understand what responsibility means. As they grow older, they realize what responsibility entails, although they often will try to avoid it. Most of us begin acting responsibly during our teenage years (or at least, exhibit selective responsibility). By the time we're old enough to move away from home, our sense of responsibility is pronounced.

Of course, some people continue to avoid responsibility throughout their lives. These individuals often find themselves trapped in a vicious cycle: They don't want responsibility, and others sense this. If there's a job to do, others perceive that the individual won't get it done and so don't assign it to the "irresponsible person," who then nurses feelings of resentment and disappointment, and the cycle continues.

When I talk to corporate executives I find that those on the fast track are always eager to assume new responsibilities. They see responsibility as an avenue to more money, more power, more promotions, more success.

Criticism also has additional layers. Those on the receiving end of criticism can react in several ways. They can ignore it altogether, giving the impression that it does not matter what anyone else thinks. They can take it too seriously, and end up nursing a grudge. Both of these are negative responses to criticism.

Or, they can accept the criticism exactly for what it's worth, taking it as seriously as it deserves. Sometimes criticism is

Consider some familiar or important situations, your job, family events or social activities, and describe the attitudes you think you employ in the situations according to the above description. This exercise will help you discover and become aware of your unwittingly hidden HD, which is a vital step to self-discovery and to enriching and expanding your HD. How about the attitudes of the people of importance to you?

considered and valuable. But sometimes you may recognize that the individual criticizing you is doing it just to be criticizing someone. Accepting criticism and recognizing its motive are positive responses.

As our HDs are more fully developed, we may begin to develop "forgiving" operators (circuit patterns). Realizing we are not perfect, we can begin to forgive others and to forgive ourselves unconditionally, instead of harboring guilty feelings against ourselves or grudges against others' misconducts as we perceive them.

Gossip and Information Exchange

Finally we come to the last element in the assessment of a habitual domain: **gossip** and **information exchange**.

By gossip I don't necessarily mean slanderous material about others. Gossip in this sense means casual and enjoyable exchange of information, even though it may contribute nothing to your primary goals.

Gossip can be highly satisfying. It satisfies our need for curiosity and external information, while pumping up our feelings of self-importance because we believe (wrongly) that we are better informed because of our ability to spread information.

Through gossip you can widen your circle of acquaintances and enter the identification spheres of others (just as they enter yours).

Gossip's downside is that the more it is passed around, the less reliable the information becomes. As people put "dressing" on information they distort it and it becomes inaccurate and unreliable.

Still, many so enjoy gossip that they eagerly exchange even this "dressed" information. Others pay little attention to gossip and are reluctant even to exchange reliable "undressed" information.

"Dressed" information can refer to exaggerated or erroneous information, but it can have a wider meaning. Some persons, when exchanging information, choose their words very carefully. They may couch information in certain terms which

they think will least offend you. They've "dressed" the information. It may have been softened, it may even be deceptive.

For a classic example of dressed information, look at almost any example of advertising.

Other individuals may be brutally blunt in delivering information. Theirs is "undressed" information. A Marine drill sergeant's instruction to recruits may often be "undressed information."

What are the sources and channels through which you obtain your external information? Do you get your information from friends, peers, spouse, children? Formalized sources such as the media? Which channel, or source, do you rely on most? How do you process the information you get? How do you distribute information?

Understanding the way information comes to us is very important to our process of self-discovery. It is a key to seeing clearly how the world outside us affects our habitual domain.

Consider how solicited and unsolicited information affects you when you are making decisions. What effect do both kinds of information have when you are buying a car?

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Chapter 7

Expanding Your Habitual Domain

Once you have begun to assess and understand your habitual domain, you will see more and more the importance of expanding it. Like the reeds that bend and move in the flow of the rushing stream, flexibility will be your key to strength.

To be successful in any area of endeavor, you must be able to see life from a variety of perspectives. That's another way of saying that you have to broaden your habitual domain to include many ways of approaching experience.

The famed behavioral psychologist Abraham Maslow once noted, "If you only have a hammer, you see all problems as nails."

There's tremendous wisdom in that observation. Have you ever considered how engineers tend to cast every problem in engineering terms? That salespeople manage to turn virtually any kind of human interaction into a sales situation in which they make their pitch? That a clergyman views every problem as a matter of faith?

That's because we all have our own personal toolboxes with which to solve problems, and for most of us the number of tools at our disposal is limited.

If you're equipped only with hammers, your first incli-

nation will be to hammer away, even if another tool would do a better job.

On the other hand, a person with a large, flexible habitual domain has plenty of tools at his or her disposal.

Many times you push past the boundaries of your habitual domain without realizing it. You are responding to experience with growth and learning. The ability of the brain to do this without conscious direction is one of the sure signs that every one of us has so much more potential yet to be realized.

Sometimes your habitual domain is expanded even whether you like it or not. Difficult or negative experiences can be very important to growth. Ernest Hemingway's observation that "the world breaks everyone . . . and afterwards many are strong at the broken places" is another way of saying that adversity can build a bigger habitual domain, one that has more coping skills within it.

You don't have to wait for experience — welcome or unwelcome — to come to you, however. You can take positive steps to expand your habitual domain. The more conscious opportunity you make to reach beyond your ordinary limitations, the closer you come to being able to use the vast potential that is yours.

Eight Basic Methods for Expanding Habitual Domains

While there are myriad ways to expand your habitual domain, here are eight basic methods. Each can be extremely useful when used alone. Their power is only multiplied when you combine two or more.

Some of these methods may strike you as elementary. But by giving them names and making them part of your habitual domain, you activate them. You'll be aware of them as never before, and they will be close at hand to help you in your quest for personal growth and success.

LEARNING ACTIVELY

Virtually every thinking person on the planet uses this method, if only in the most rudimentary ways. Any time you

decide to add to your knowledge store, you are practicing active learning.

When you decide to try cooking a new dish and begin following a recipe out of a cookbook, you are practicing active learning. When you are considering investing in stocks or bonds and study investors' guides, you're engaged in active learning. When your child is sick and you read Dr. Spock, that's active learning, too.

What I'm talking about here, though, is a very specific method of self-improvement. This method reaches beyond learning small pieces of knowledge, like a new recipe, to learning how to change your life.

There are *four fundamental steps* to this kind of active learning:

- **Define your goal.** What would you like to accomplish if everything went your way?

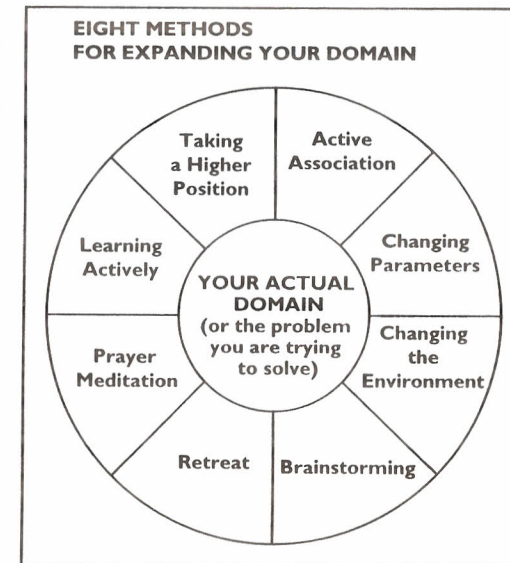
That's a very big "if." Put away all your insecurities, shortcomings and fears and be honest with yourself. What would you really want if no limitations were placed upon you?

- **Identify those persons — past or present — who have achieved the goal you are striving for.** Has anyone done what you want to do or lived as you want to live? If you make a list, what are the traits these people have in common?

- **Study these role models.** If you aspire to the success of a certain historic individual, study his or her life as thoroughly as you can. If your role models are friends or colleagues, observe them. Get to know them. Watch how they behave in a variety of circumstances.

By doing so you will be building a circuit pattern, incorporating aspects of a role model's life into your own potential domain.

- **Use the models to help your decision making.** When



Any of these eight methods can be used to expand your actual domain. Often, more than one of the methods may be used at the same time.

An Ideal Role Model

Identifying with an admired person can be extremely beneficial. I once had a friend whose wife died, leaving him with two small children.

He remarried rather quickly and, putting his new wife in charge of the home, threw himself back into his career.

But things weren't going well on the home front. His new wife became increasingly moody and depressed. Before long she was spending entire days in their bedroom, completely ignoring the children who were left to fend for themselves.

My friend was distraught and came to me to discuss the possibility of divorce. I listened to his story and, knowing that he was a devout Christian who had memorized entire chapters of the Bible, I asked him what he thought Jesus would do in this situation.

At first he was offended. "There's no comparison. Jesus is God, and I'm only a man."

"Of course," I said, "but imagine that Jesus had a wife who was behaving in this manner."

He thought for a long time before answering.

"Jesus would love his enemy, so he certainly would love his wife. I've got to pay more attention to her, show her that I really care for her."

In fact, his wife was so moved by my friend's change of attitude that she opened up to him about what was going on in her mind.

At the same time that she had taken on the burden of two children who weren't her own, her husband had become less and less attentive because of his job. She felt that he had married her only to have a full-time father for his children. His inattentiveness over the last few months had only reinforced her fears.

I'm pleased to report that several years have passed and that the couple remains happily married.

The heart in this story lies with my question, "What would Jesus do in this situation?" Because of his devotion to his calling, my friend had built up incredibly strong circuit patterns reflecting his love of Jesus and his confidence in who Jesus was. Those circuit patterns were only waiting for the right situation to be activated, and my friend's need for

you are faced with a challenge, ask yourself this: If I were my role model, what would my role model do in this situation?

You'll find that those circuit patterns you have established in your potential domain will emerge in your actual domain, helping you to think like that person.

Suppose you want your child to grow up to have the attributes of bravery, decency and compassion. You could lecture day and night on these virtues, but you'd probably be tuned out at a certain point.

Here's another way. Give your son or daughter a biography of a person whom you regard as a role model in this regard — say, whomever you admire. It could be a sports figure such as tennis greats Arthur Ashe or Martina Navratilova, or a political leader, such as Mahatma Gandhi. Once your child reads the biography it will be forever a part of his or her potential domain.

True, he or she may consciously remember only certain facts about the person's life, but everything will be retained somewhere in the brain and will exert a subtle but steady influence.

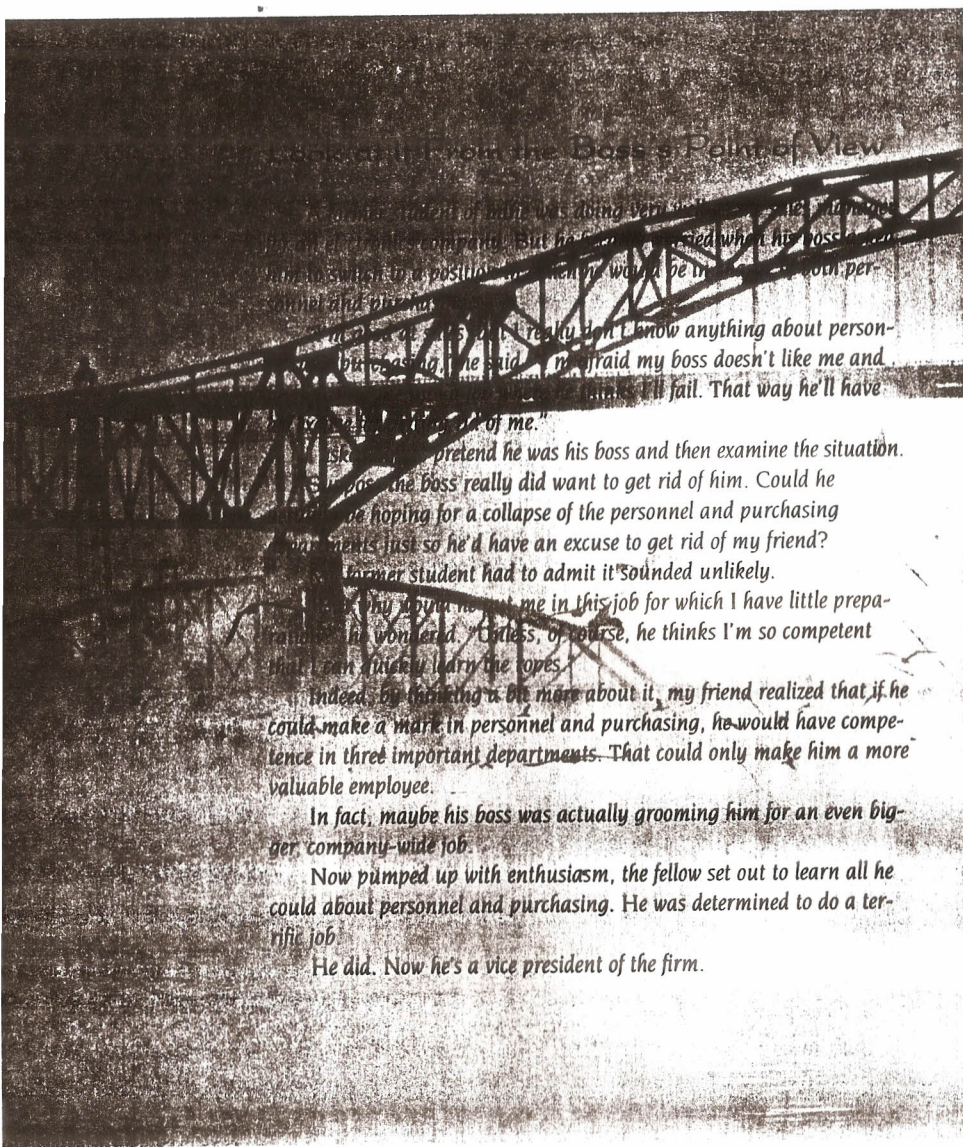
Selecting a role model on which to base your own life is a common characteristic of highly successful individuals. You may recall that during the 1992 presidential campaign Bill Clinton made much of his study of Harry Truman. Whether you think Bill Clinton is in the same league with Harry Truman is immaterial. The fact is that Clinton's fascination with that earlier president could not help but incorporate elements of Truman's philosophy and personality into Bill Clinton's habitual domain.

Did it work? Well, like Harry Truman, Clinton scored an unexpected victory.

Here's another key point to be made regarding active learning: It only works if you're sincere, humble and attentive. Active learning is far less effective if you enter into it with an attitude of superiority. If you're going to learn, you have to assume the attributes of a dedicated student. Treat those who are teaching you with respect and appreciation.

To engage in active learning:

- define your goal
- identify some persons who have achieved a similar goal
- study these role models
- use the models for decision making



Look at it from the Boss's Point of View

My friend's friend of mine was doing very well in the company. He was a really competent guy. But he was worried when his boss said that he was going to be promoted to a position in which he would be in charge of both personnel and purchasing.

My friend's friend of mine really didn't know anything about personnel and purchasing. He said, "I'm afraid my boss doesn't like me and that he's going to get rid of me. That way he'll have a good excuse to get rid of me."

My friend's friend of mine pretended he was his boss and then examined the situation. Suppose the boss really did want to get rid of him. Could he be hoping for a collapse of the personnel and purchasing departments just so he'd have an excuse to get rid of my friend?

My friend's friend of mine had to admit it sounded unlikely. He thought about his job for which he had little preparation. He wondered, "Unless, of course, he thinks I'm so competent that I can quickly learn the ropes."

Indeed, by thinking a bit more about it, my friend realized that if he could make a mark in personnel and purchasing, he would have competence in three important departments. That could only make him a more valuable employee.

In fact, maybe his boss was actually grooming him for an even bigger company-wide job.

Now pumped up with enthusiasm, the fellow set out to learn all he could about personnel and purchasing. He was determined to do a terrific job.

He did. Now he's a vice president of the firm.

TAKE THE HICHER POSITION

There's a tendency in all of us to view the world from a very limited, even selfish perspective.

"What's in it for me?" is often the first question from our mouths when faced with a new situation or opportunity.

Similarly, when faced with a problem we tend to look for the answer which is closest to home and probably easiest for us to employ.

There's a truism here: Given a system, we tend to look for the best solution within that system and pay minimal attention to other systems.

All too often, that attitude is limiting and self-defeating.

The failure of Communism largely can be attributed to the fact that Communist countries refused to look outside their planned economies to the benefits of competition and the free market system. They were so stuck inside their own system that they refused to consider any others.

In other words, the Communist leaders refused to take the highest position from which to observe things. The higher position in this case would have been to examine both planned economies and free market systems.

If your sales department is feuding with the production department, you could waste lots of time and energy arguing from your own self-interested perspectives.

But how would the company president view this situation? Taking the president's vantage point, you're forced to consider a larger range of needs and objectives. The overall health of the company is more important than the squabbling of two departments. You'll get a clearer picture the further you place yourself from lower-level pettiness.

By taking the higher position you are, in fact, expanding your habitual domain.

Many progressive companies *rotate* their potential executives so that they have an opportunity to work in each of the firm's departments. That way they will have a higher, more comprehensive view of the corporation.

Similarly, medical interns are required to rotate through various specialties — from pathology to pediatrics to plastic surgery — so that they will have the most well-rounded view of the care and treatment of the human body.

ACTIVE ASSOCIATION

Make a habit of looking for connections between seemingly disparate objects and events.

Here's an exercise. Find the common properties of the four following beings:

- A queen
- A professor
- A puppy
- A barber

Well, they're all living, organic beings. They're all mammals. They all must eat, drink and breathe. That's just for starters.

Ask yourself other questions. Which of the above would you rather spend time with, and why?

You can break things down further. Take the professor and the barber. What do they have in common? Well, they both provide services.

What about the queen and the professor. What do they have in common? Perhaps that within their own environments, they may give lots of orders and cultivate an aura of superiority.

What's the value of this? When you are comparing queens and puppies, for fun, ask which one you like better. The answer may reveal to you the secret of making people like you: Be loyal. This kind of association may just be the value of the mental exercise. But it is enormously important in research, in complex decision making, and in other areas where many seemingly disparate elements must be considered in trying to make sense of a situation.

Here's a practical example of active association being applied to a scientific problem.

For many years scientists had wanted to see the shape of atoms. Despite the development of highly sophisticated electron microscopes, their goal eluded them. We simply cannot "see" atoms.

Now in our everyday world we cannot only see objects, we can touch them. And that bit of active association gave the scientists an idea: Would it be possible to "feel" the atoms?

Eventually they designed an instrument that would use a laser beam to "touch" atoms and then draw the results of this scanning process through data fed into a computer. It worked.

CHANGING THE RELATIVE PARAMETER

Every event or problem has a number of parameters or characteristic elements. By tinkering with these parameters, changing their values, we can produce new concepts and ideas.

Imagine increasing your body size tenfold. If you did that eight times, your height would be greater than the earth's diameter. With your body that huge, your perception of our planet would be radically different than previously.

On the other hand, if you could reduce your body to one-tenth its size and do so consecutively eight more times, you would be so small you could hide in a single body cell.

In the business arena, you will find that if you are willing to change the parameters of a situation, you can generate new perceptions that will lead to better decisions.

An example: A company with only 10 employees would have a different management system than one with 100 or 1,000 employees. With the change in number of employees comes a need for change in management systems.

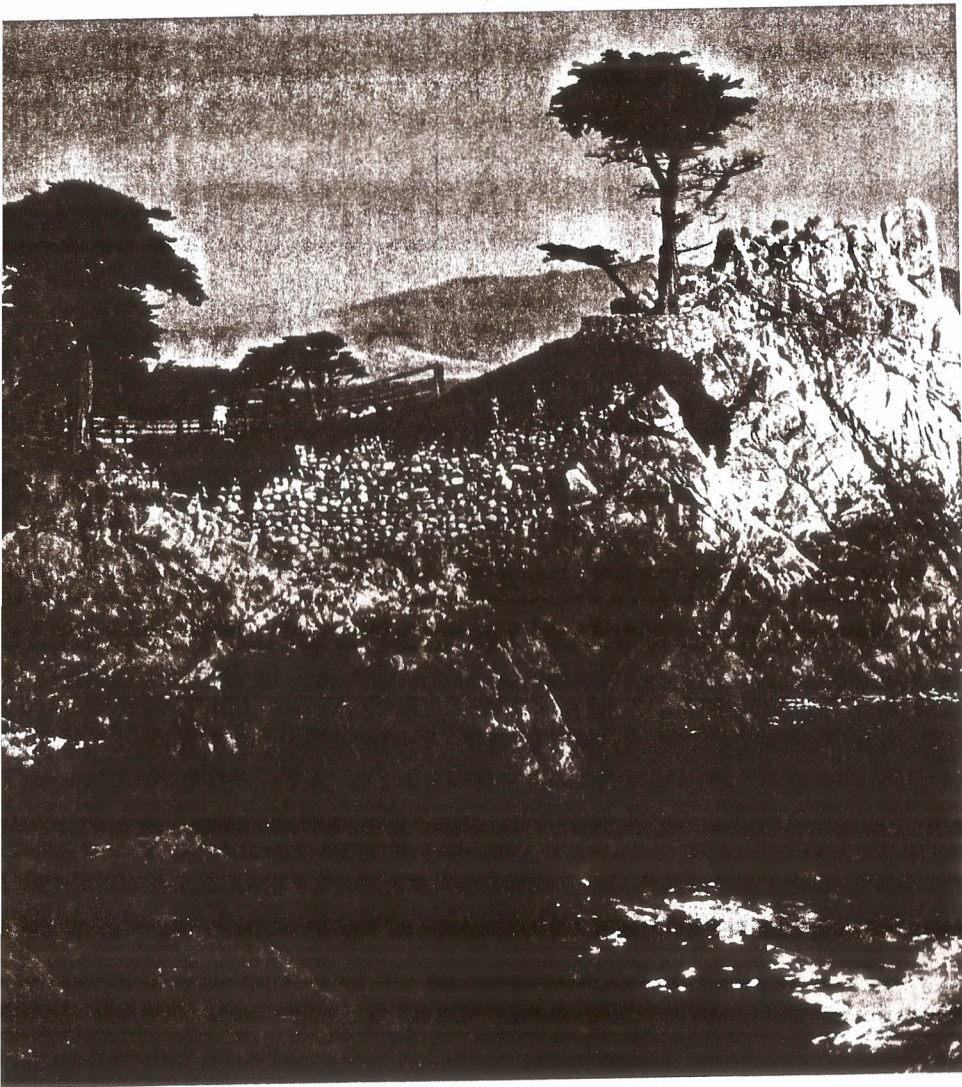
You can change your **personal parameters** too, sometimes by simply changing your expectations of yourself in a situation. Do you not have enough time for everything you do in a day? What if you got up one hour earlier? Changing that parameter would add seven hours a week, almost a whole working day, to your schedule. What if you cut out one thing you usually require of yourself? How much time could you gain to be used for other things you might want to do?

Water and fire are useful only when they lie in a reasonable range of "quantity." Gentle rain is romantic when you share one umbrella with someone you love. Rain that falls steadily enough to flood is terrible — the volume of water changes the parameter. Fire in a fireplace on a wintry night is cozy. Fire that consumes your house is a disaster.

CHANGING THE ENVIRONMENT

A change in environment is an extremely effective method for expanding your habitual domain. The new environment will provide new information to be absorbed by your habitual domain as it expands and adapts to the new situation.

There are several basic ways of changing your environment:



- **Move.** If you live in different locales you will, of course, be exposed to new situations and information. Even a small move can make a curiously big difference. What if you face your desk a different direction? What will you see every day? What if you change your usual routes, driving to your most familiar destinations along different streets? What will you see? What will these sights teach you or cause you to think?

- **Travel.** Different environments give us different stimuli. It's an old saying: "Travel broadens." These trips don't have to be to exotic lands. A Sunday drive to a nearby town can be a refreshing journey.

- **Go against your grain.** If you're a Christian, you can expand your domain by reading about Buddhism or Islam or any other religious or philosophical system. If you love rock and roll, listen to an opera.

This doesn't mean you have to agree with everything you encounter in your studies or your journeys. But that information will nevertheless become part of your habitual domain.

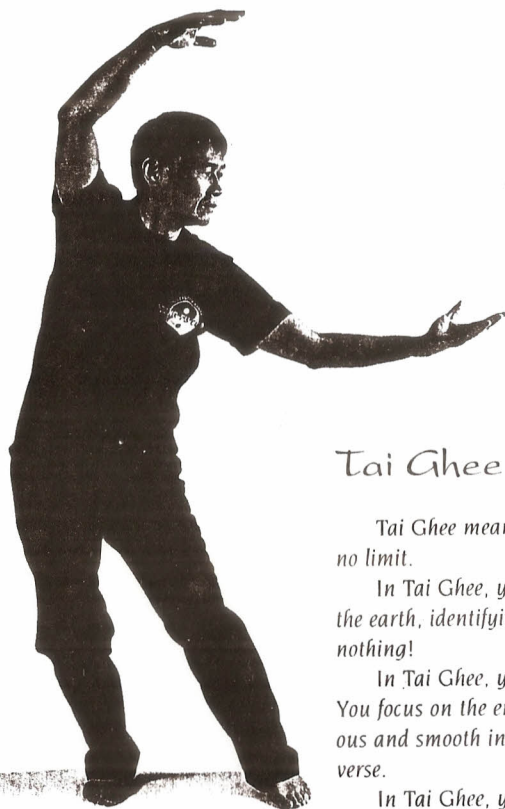
An admonition: To truly listen or study or read, you've got to adopt the state — the habitual domain, if you will — of the speaker or author you're concentrating on. If you can combine and reorganize all this incoming data with what you already possess, your habitual domain will widen beyond that of most other people. As a result, you'll come up with more and better ideas than others.

Businesses can effectively use changing the environment to stimulate growth. Some methods are:

- **Open a new market.** This is a perennial environment-changing move within the business community. Opening a new market can usually stimulate a company's growth.

- **Rotate managers and employees** This is another classic business method. By gaining a familiarity with more than one department, employees and managers expand and enrich their habitual domains and the overall competence of the company.

When Sherlock Holmes wanted to solve some of his most difficult cases, did he go to his library or his favorite chair? No. He went to the theater to watch a play. He got away from the environment of his workplace. In a place where you will see it, leave yourself a note of five places you could go the next time you are looking for fresh ideas.



Tai Ghee

Tai Ghee means ultra-limit, in which there is no limit.

In Tai Ghee, you are one with the heaven and the earth, identifying yourself with everything and nothing!

In Tai Ghee, you empty yourself of all desires. You focus on the energy flow which is ever continuous and smooth in your body, which itself is a universe.

In Tai Ghee, you return to the God, the Creator. You are like a newborn babe, ever pure and beautiful, unpolluted by any socially acquired desires.

In Tai Ghee, you are pure, unprejudiced and non-judging. Your spirit is everywhere and nowhere. Everything is beautiful to you as it is unfolding.



BRAINSTORMING

Brainstorming is nothing more than effective group thinking. Presented with a particular problem, each member of the group is asked to freely report what comes to mind regarding various aspects of the situation. It can be an enormously creative process, not only to meet a challenge the group faces (such as increasing sales) but also to encourage individual growth. Good brainstorming sessions let everyone feel they are drawing upon the best creative potential.

The first step encourages different ideas to emerge and is called the **divergent** thinking phase. The ideas generated may be good or bad, but for the time being judgment should be suspended. There's no point in having the participants so fearful of criticism that they close their minds and fail to contribute.

The second step is the **convergent** integration phase. The group focuses on the ideas that have been presented. People associate concepts to find relationships among seemingly different ideas.

The objective is to arrive at a final solution satisfying to all. To be effective at this stage, the group must focus on its objectives and how the ideas generated can be applied to those goals.

Brainstorming only works in an atmosphere of mutual respect and trust. The leader of such a session must be tactful and perceptive in order to make every participant feel like a contributing member. Sometimes a good exercise is to have each member of the group write ideas on yellow sticky notes, one idea to a note, each idea related to a stated objective of the brainstorming session.

Everyone then sticks the appropriate notes under each objective — achieving a preliminary grouping, or convergent integration. These groups of notes can then be used to reach solutions.

RETREAT IN ORDER TO ADVANCE

Confronted with Wonderland, Alice lost her power to concentrate. It seemed to her that everything just got "curiouser and curiouser." That can happen to anyone who is trying to solve a problem, or push on to a higher level of learning.

When facing high-stakes situations, it's natural to feel uneasy. This is because we suddenly become aware of the limitations of our actual domain. With sufficient thought or awareness of possibilities, we may uncover a good example waiting in our potential domain.

An example from history:

The ancient Greek scientist Archimedes served the king of Syracuse. The king possessed a golden crown but was concerned about whether the crown was really made of pure gold.

He challenged Archimedes to prove the purity of the crown or to lose his position at court.

Archimedes brooded on this problem until one day he stepped into a full bath and saw the water flowing out. The result was his formulation of the displacement principle: the volume put into the water should be equal to the volume of water displaced.

Then Archimedes could solve his problem. He measured the volume of water displaced by the crown. He determined the weight of pure gold that displaced the same volume as the water displaced. Archimedes compared that weight to the weight of the crown. They were the same, and the crown was indeed made of pure gold.

Sometimes taking a time-out from the matter can be the most effective mind-expanding technique you can use.

- **Leave the problem temporarily.** When you're stuck, it's time to retreat. Leave things alone. Don't think about it.

Actually, you're not admitting defeat. By backing off you increase your chance of solving the problem in the future.

Since you have different thoughts at different times and in different situations, your actual domain and reachable domain can be quite different at different times. As you retreat you're activating different sets of ideas, and some of them may be just what you need to tackle your problem.

- **Take your time.** Good problem-solving strategies don't happen overnight. But if you keep facing a problem, you'll whittle away at it.
- **Dump your assumptions.** Every now and then—once a day if you can—try to rid yourself of all the assumptions you've built up. This gives you a fresh new outlook and provides new perspectives and solutions.

This method of retreat can also be used to improve your personal relationships. For instance, you may think that a co-worker is your enemy in the office. If you step back and convince yourself that he's actually an ally, your attitude toward him will change. It's even possible that with a change in your attitude, he will become your ally.

PRAYING OR MEDITATION

During a busy day you are almost certain to create high levels of charge. When that happens your mental focus is restricted and only those ideas and operators with strong circuit patterns can catch your attention. You're not able to bring the full powers of your habitual domain to bear on problems.

Some of the most effective ways to lower your overall charge are through prayer, meditation, relaxation exercises or through a conscious effort to put aside your unfulfilled wishes.

Of course, not everyone adheres to a religious faith or tradition. That's OK. It's not necessary to accept any dogma or religious credo in order to have a spiritual life. You can

reach your spiritual dimension through appreciating nature, simply relaxing into the sense of a larger universe, beautiful in its proportions and vast scope.

Letting your mind find its spiritual realm is a way of releasing your charge, thus allowing good ideas to catch your attention.

The Bubble Necklace

Expanding your habitual domain does not mean you will get everything you want. But you will meet more goals than if you had kept yourself narrowly bounded. And you will understand and enjoy the whole process more.

Once, a child was fascinated by the bubbles floating on the surface of a stream.

"Make me a necklace of those pretty bubbles," she demanded of her father.

"Certainly," he replied. "I'll be more than happy to make you a necklace if you can pick up the bubbles and hand them to me."

When the child tried to grasp the bubbles, they burst. She was disappointed but delighted at the same time at the fragile bubbles, and at the little joke she saw that the father had played on her.



Sometimes when we can't approach a problem or meet a demand, we can offer an alternative that changes the situation. An expanded habitual domain makes this possible because we are able to see the situation from a different — and productive — perspective.



Write your biggest problem or desire in the form of a question at the top of a blank piece of paper, says Brian Tracy in his great exercise for brainstorming. Come up with 20 answers to the question. Write down anything that comes in your head. When answers are slow in coming, consider the opposite to answers you have already listed. Do this every day for a week. Do it with different problems. In days, you can have more than a hundred approaches to questions that have bothered you for years. Put into practice only one or two of the ideas and you will be making progress you have never imagined before.