

THE JUNGLE TIMES TRANSCRIPT

THE 5 SACRED ARTS (PART 2)

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Music Intro

The 5 Sacred Arts

Animated by

Lawrence J-E. Poole

Welcome to The Jungle Times Podcast. I'm Lawrence Poole and this is Episode #10 – « The 5 Sacred Arts, [Part 2] ».

In [Part 1] I told you about the first 2 of 5 sacred arts that I learned in my 4th death experience... also called the 5 strategic roles that a leader must play. We can be Stalkers of information, Dreamers of possibility, Seers of opportunity, Leaders in action (to adjust) and persuasive Communicators.

So, in Episode #9 I told you about the first 2 roles – Stalking and Dreaming. In our ancestral beginnings, we had mastered *the art of stalking* - or what anthropologists call *persistent hunting*. They describe our ability to track down prey with uncanny success.

In these modern times, I said we can learn to use those ancient skills to stalk anything we need to Survive & Prosper in this world. More than just survive, Nature's law is meant for us to thrive.

In that presentation I also explained how *the art of dreaming* depends on acquiring the ability to exercise a certain mastery over your cognitive abilities. You learn to navigate your mind from its normal awareness in the Beta brainwave states as measured on an EEG, to reach the Ømega point and the state of *Superconsciousness* – the limitless oscillations of vibrating energy of universe – the l.o.v.e. – *love of God*.

Described as Nirvana, Illumination or Christ-Consciousness, from that "I am" state of mind, the Alpha, Theta and Delta brainwaves are experienced as the morphic realm – the world of *Dream*.

This time I'm going to tell you about the 3 other roles we can play – we can be Seers, Leaders and Persuasive Communicators.

I first introduced you to all these roles in Episode #4 – *How Nature favours creative leaders...* so you might want to listen to that podcast too. It'll explain how we are biologically equipped to profit from each of the 5 roles.

Last time I told you that – while in a lucid dream – I entered what can best be described as telepathic contact with my Holy Guardian Angel. It was like a stream of consciousness that was a lot wiser and more intelligent than me, was explaining why playing these 5 roles is the key to a blessed life. I could learn how to live in a state of grace

In this Podcast, I'll share some of what I learned about living strategically. I'll also tell you what that nurse who watched over my body during that 4th death experience told me when I came back to life.

I've already explained how practicing *Stalking* can get us anything we want in this world, so I hope you started practicing it yourself. I also said the mastery of dreaming allows you to dream yourself into the higher spiritual dimensions, so you would profit from managing your life.

Anthropologist Carlos Castaneda wrote 10 books about his apprenticeship into a tradition from pre-Colombian America. He found that the *Art of Stalking* should be used to explore matters of the heart, the *Art of Dreaming* is best for solving affairs of the mind, and the *Art of Seeing* has to do with physically handling the creative INTENT that is animating the world.

I'll add to Castaneda's findings that the *Art of Leadership* demands that we govern ourselves according to Creator's law, and how Communications as an "art form" can be very persuasive.

My HGA told me that practicing the art of *Seeing* required that I first develop a relationship with *Intent*. Intent was described as a quality of universe... like the creative Spirit. Handling *Intent* requires we learn certain skills that allowed us to draw the very best from any given situation.

The artistic aspect of *Seeing* has to do with preparing yourself to be lucky... by being ready to act decisively when an opportunity presents itself.

If you realize that luck can be described as hiding “...*where preparation meets opportunity!*” - well then, you can see that those ancient Pre-Colombian chiefs were learning how to be successful. They were embodying the keys to modern day success. Today’s experts agree that a successful career includes: *Intent, Skill, Love, Discipline and Luck.*

I found my great lessons on being a *Seer of opportunity* by watching the Howler Monkeys that took of residence at Mayamü, the jungle park we planted in Costa Rica. Those monkeys knew exactly when to pick what fruit from which of the 500 fruit trees we planted.

One day, when I got to the park after an absence of several months, Sergio – our caretaker – told me: “*The Jackfruit trees have produced their first crop.*”

Excitedly, curious, I asked him what they tasted like, and he answered: “*I don’t know. The Congos gorge on them when they are not ripe.*”

We both knew the fruit can dangerously drop a consumer's blood sugar and can even be fatal. We supposed the Congo - the Howler Monkey - might have a stomach enzyme that neutralizes the negative effect. They know how to seize every opportunity a garden provides, and they will howl like banshees if I dare help myself to even one of my own bananas.

As he did with Stalking and Dreaming, my HGA reminded me of occasions when I’d acted like a *Seer of Opportunity*. He narrated a time that I opened a dance hall when I was 17 years old. The summer that I graduated from High School, the part of town where I lived had nothing to amuse young people except playgrounds, libraries and swimming pools.

I thought the neighbourhood needed a hall for Friday and Saturday night dances. And without having 2 cents to rub together, I made deals with the owner of a new reception hall on a prominent street and with a friend who had a rock band and would do 3 shows a night. I also had a very good artist friend who drew a bunch of posters; I bartered with a DJ who had equipment on a % deal; a music store owner lent me spotlights, mics and amps in exchange for promoting his place, and, for a free pass, a bunch of students passed the word around by putting my cool posters in every High School hangout for miles around.

A long story made short – *I sold out opening night and made a small fortune...* the project was win-win for everybody involved. As I remembered counting the hundreds of dollar bills in my cash box, my HGA remarked that I'd started with nothing but an idea and had overcome significant odds to extract the very best from every situation... like a Seer of opportunity.

I woke from my 4th death experience as if from a deep sleep. The infection abated and I soon recovered. After, and for many months, my HGA coached me in practices related to handling *Intent*.

An important aspect of the practice is “*pattern recognition*”. In psychology, pattern recognition is described as the process wherein we match information from an outside stimulus with information from our memory. With the term, I mean to express more than that. Pattern recognition is a component of the Standard IQ test which sees it as the ability to recognize patterns and to put order in data. Pattern recognition allows us to discern the anomalies and disorder that also exist.

In my example, I knew what my neighborhood had to offer. I then knew what it didn't have. And, in the need I perceived, I saw an opportunity.

The skills required to recognize patterns, once developed, have applications in any kind of analysis. You can soon rely on the ability to effectively process signals and read moods. It is excellent for gleaning information from any event or a situation, letting you separate the wheat from the chaff.

I remembered a meeting with the CEO of a public utility company and several of his minions. It quickly became apparent to me that one of the minions was getting cues on how to answer.

I scanned the room and saw that he was tuned in to the veins on his CEO's neck. Depending on how the vein throbbed or relaxed, the young assistant rejected or accepted whatever was proposed. Other minions took their lead from him. I was outnumbered... but not defeated.

I focused on making an emotional connection with the CEO and then guided him to see my proposal in terms of higher values. I raised it to something more than what you should like or dislike. The proposal was described as a « *must do* » and we then easily negotiated the details

My HGA had pointed out to me that, in the ebb and flow of dialogue, when I saw mood swings and the shifts in the flow of communications, the capacity to stand back and look to the source of the chaos, allow you to quickly see the pattern, and then to adjust.

Many years later, I was happy to host my grandsons who visited our corner of Costa Rica. They knew all about of our adventures in the jungle as I have a computer app that lets me drag 'n drop photos into a comic book template. I regularly emailed them a pdf with of a comic book story that always ended with some creature – a bug, bird or beast – greeting them by name. When we visit, we often discuss how to prosper in the social and business jungles, and this was an opportunity to teach them how to survive in the rainforest jungle. They remembered that I strap a machete to the frame of my jungle-chair and were anticipating getting their own.

The morning after their arrival, I outfitted each of them with a good machete and a scabbard. *Don't leave home without it.* Next, moving from place to place, I often stopped at a high point to show them how to map out a territory. Costa Rica is very mountainous, so this was a particularly useful exercise. From the high point, we can see how everything below is laid out. Take a moment to orient yourself – North, East, West, South. What is down there? How are things moving? Look for the flow.

Every place has a high spot, and that is where you can map out a territory. There is power in maps. They are like windows into information that allows us to explore a worldview, to understand it better, and to engage with it productively.

Maps give us a way to synthesize information to provide insight, establish boundaries, spur action, or build bridges to a better world.

I gave the boys notes on what to expect – the kinds of flora and fauna they could expect to find in Costa Rica, the popular foods, the juices, the adventures, and the attractions.

Equipped with their machetes and maps, ready to explore the jungle, the boys to a spot that looked up into the forest canopy. They were to practice *gazing*. Staring and gazing both mean to fix your eyes on something with a degree of intensity and anticipation. Staring implies having a certain *impudence* when looking, while gazing means to look with wonder and respect.

I directed them to look intently and try to discern the movement in the jungle canopy. More than 80% of everything that lives in a rainforest is in that canopy. I asked them to look for the natural flow – the wind's movement, the heat exchange and steam, the light and shadow, the colour, the hues of green – and I told them: *When you find the flow – with your peripheral vision - scan for anomalies.*

And there, in the interruptions to the flow, we find the wild things.

I remember the look of pure joy on the youngest lad's face when he held in his hands *a red-eyed treefrog* he had stalked. They shared a moment and then *Agalychnis callidryas* was set down on a leaf while I sang: *Born Free!*

Many lessons were passed along in that way – If you visit a jungle, first make sure that you have the right tools, that you are equipped for the journey. Next look for a high spot so you can map out the territory. Once in the thick of it, slow down, gaze at the melee and find the flow. Dart your eyes to the periphery and look for the anomalies.

Next, as a Seer of opportunity I learned to create a *primary sensation event*. The term describes *the impression* created in the minds of people who meet you. There's an idea that covers what I mean that says - "*You don't get a 2nd chance to make a good 1st impression.*"

But you do get a chance. What do you want the people you meet to remember from your encounter? Give it some thought. Bad and Stupid people will have that: "*I don't give a shit about others...*" attitude... but that isn't particularly strategic.

In the game of life, winning first means that people want to play with you. Can you charm others? A good person is someone who is thought to be stable even when outside factors - like the political climate or the business environment - are challenging.

Rudyard Kipling has a poem called « If » that addresses this very idea. He begins by saying – "*If you can keep your head when all about you Are losing theirs, and blaming it all on you, If you can trust yourself when all men doubt you, But still make allowances for their doubting...*"

And he concludes with the famous lines – "*Then yours is the Earth and everything that's in it, And this - which is more - you'll be a Man, my Son!*"

By making a good first impression, you can manage the mood of a meeting, and build a *positive engram*. An engram is defined as a unit of *emotional information* stored in the brain and set to respond as a memory. How do you suppose other people will remember you? Will your encounter be remembered as positive? Joyful? Did you impress the other as someone promising, simply pleasant or did you seem dangerous, or a threat or a waste of time?

Do we believe you to be a leader, a follower, or a clown?

To develop the ability of creating a positive first impression, you might want to take an acting class or a course on self-expression or at least hire a coach. When I was just starting out, I soon realized that

while I could make my point in small groups, I choked when in front of a larger crowd.

I addressed it by joining Toastmasters International, an educational Club with branches in cities worldwide. Members gather for the unique purpose of learning how to speak in public. After learning to use the tools, technique and putting in a few hours practice, I transcended my shortcoming... and won a Toastmaster regional championship.

To know more on why to create a positive impression, you can start by reading Dale Carnegie's "How to Win Friends and Influence People" which you can download FREE online. I'll put a link with the description to this presentation.

Become a *Seer of Opportunity* so you can draw the very best from any situation. After developing a certain skill in pattern recognition and how to project a positive impression, I was coached in the art of *principled negotiation*.

This is an ethics-based technique that is focussed on managing a group's *common interests* to find *mutual gains*. The 1st principle in this kind of negotiation is to *separate the people from the problem*.

This will apply to all interactions between all parties in all negotiations. The idea is to manage the task at hand: The negotiation process and the perceptions, emotions, and communications flow of all participants.

Negotiators are held to be people with values, cultural backgrounds, and emotional paradigms. These will vary widely. Your interaction can be helpful or disastrous. The negotiation will build trust or lead to frustration and dissatisfaction for those involved. You'll tend to get entangled in trivia and pettiness when real problems are not discussed.

Incorrectly supposing the intentions of the other party based on our own ideas is a common mistake; this kind of bad habit hurts the possibility of reaching agreement. A wonderful guidebook produced

by the Harvard Negotiating Project called *Getting to YES!* explains why our feelings are just as important as the content of a negotiation. Communication is the key to successfully negotiating, and the guide warns us about 3 common mistakes:

1. Not speaking honestly with the other party, but instead trying to impress your own side, instead of working toward mutual agreements.
2. Not listening the other side, but instead only hearing them to rebut their statements.
3. Misunderstanding or misinterpreting what the other side is really saying. Not allowing for differences in paradigm.

There'll be a link to a FREE pdf copy of that book with the description to this podcast.

People's interests are generally satisfied by something they value; respect that idea and you'll move a step toward in understanding behavior in a negotiation.

The 2nd principle is - "*Focus on common interests, not on positions*". You must consider both the position the other party holds and the interests it has in that position. Negotiators must focus on the interests in the position that the other party holds. What are the points of commonality that exist with your position? Those who manifest *all or nothing* views will most often end up with nothing.

It is crucial to put yourself in the mindset of the other side to understand "why" they are acting the way they are, rather than focusing on - "*Why aren't they more like us?*" People shape their interests around basic needs.

A 3rd principle of negotiation is - "*Invent options for mutual gain*". Try to satisfy the needs of both sides by finding a lot of options that can impact you all in a positive way. Make sure everyone feels like they are cared for. Listen to them and do not make any decision until both parties have been adequately heard. All of you must be given the opportunity to clearly express your intentions, and what you hope to gain from the negotiation.

A 4th principle insists on using objective criteria. Make sure conversations stay on topic and remain productive by making deals based on objective and practical criteria. The 3 steps to assessing objective criteria are: - a) Find out what the other party's intentions are, (b) Keep an open mind, and (3) Don't use pressure or threats, nor do you give in to pressure or threats.

Each party must commit to discussing the intent for principled negotiations based on ethics.

The 5th principle of negotiation is to know your *m.a.n.n.a.** I use the acronym * M.A.N.N.A to mean your *Most Advantageous Non-Negotiated Accord*. What is your bottom line?

In a Biblical story, God rained *manna* down on the Jewish people in their time of Exodus out of Egypt. Manna was said to be a magical substance that sustained people by filling their minimum needs. The only condition was that everyone had to gather his or her own manna, and they had to wake up before the sunrise to harvest sufficient manna for that day only.

Considering how no method of negotiation between people can guarantee success, what is your bottom line? What are the minimum requirements that you have to fill? At what point do you walk away from the negotiation and put your faith elsewhere? What is the best deal you can reasonably expect to make if you don't reach a negotiated agreement? M.A.N.N.A.* is your **most advantageous non-negotiated accord*.

There are 3 considerations when you are negotiating with someone who has more power than you. The 1st one is: *Protect yourself at all times! Respect your *m.a.n.n.a.* The 2nd one is to *use of all the power from all your assets – including associates and colleagues - to face the other party.* The 3rd consideration is to *insist that the process always adhere to principles and ethics.*

Before making a final decision, you may want to take a step back and consider all the possible options to their last offer before issuing a pronouncement. You not only must have negotiated a fair deal... *you must appear to have fairly negotiated it.*

« Seeing » has to do with a mastery of INTENT. It is the cornerstone to magic. The premise stems from the idea *that there's a "quantum" reality that we are participating in, we can become aware of and can profit from.*

I use the word quantum to mean *indivisible*. I refer to the world of energy as explained with Albert Einstein's [$e = mc^2$] equation and ratified by Max Planck's [$e = hf$] which explains that energy is a constant. The universe can then be observed as limitless oscillations of vibrating energy or as l.o.v.e. – the love of God.

Life is arranged in terms of subjective knowns, the unknown and the unknowable, and not everyone is participating at that universal level of understanding. The ancient Jaguar-kings suggested that we forget about the unknowable because, by definition, it is unknowable.

That means we only need to deal with the known and the unknown. My HGA explained that both have a quality: The quality of known is that *it is not universal*. Not everyone has the same information, but everyone does have some information. As such, *the known can be shared*. The quality of the unknown is *that it is not unknowable... It can become known! It will reveal itself if it is questioned*. The unknown can be explored... wilfully.

That's why mastering creative INTENT benefits from practicing the art of Stalking. Stalkers can generate a barrage of questions and force the unknown to reveal itself. Knowing where to find answers to questions is a key to success.

Imagine mastering a situation because you practice a few simple skills – like pattern recognition, how to create a positive neural engram by orchestrating the impression you make, and how to engage in principled negotiations. Because luck is said to be found where preparation meets opportunity, you can practice getting lucky. Think about it. I'll be right back to share some of what I learned about the art of leadership...

INTERLUDE

The bottom line is this - most people aren't leaders. They don't have a plan of action designed to fill their needs. Many have no real goals or life ambitions, and some don't even have a desire to make things better. We were told by the Walden Pond philosopher Henry David Thoreau that - "*The mass of men lead quiet lives of desperation.*"

He discovered that most people do not have a strategic intent, and so they cannot exercise a leadership role in their own life. Interestingly, the word strategy is derived from the Greek word *strategia* – which means *to lead*. As such, to be strategic means to take a lead in your life and realize a plan for its success. I know some people have long term financial plans but that is much too limited an idea. Nature suggests we invest in our creative capital.

In Episode #3 of the podcast, I explained the 9 management principles that compel us to empower ourselves. That means every individual – without exception – should learn the strategic arts required to fill his or her needs.

We are equipped to be Stalkers who seek out information, Dreamers who generate possibilities, Seers who create opportunities, Leaders who act (to adjust) and then Communicators who must be persuasive.

In my seminars and workshops, I always explain why leaders should dedicate themselves to heuristic learning. The best reason is because understanding FOLLOWS experience. There is an Emmy award-winning show on TV called Undercover Boss where a high-level corporate executive secretly takes low-level jobs in his company to find out how things really work and what employees truly think about working there. The finding always comes as a huge surprise.

Our perceptions and thereby our opinions are severely limited by our neurological paradigms. Our experiences have etched links between the neurons in our brain that created patterns. We can consciously choose to create patterns we'll later need. In an easy example, if you want to be an engineer, you must etch a whole slew of mathematical

formulae in your brain. These will later be shortcuts in your engineering work.

Wikipedia describes heuristic learning as an approach that focuses *on self-discovery*. The idea is to use a practical agenda with a curriculum that lets you experience learning goals. If you want to own a B&B, for example, first spend a weekend in one, first as a guest and then volunteer to work in one. Later you can use both experiences as a technique to recall information.

An important fact of human cognition is that *understanding FOLLOWS experience*. In fact, strategy is required to break out of our closed loop thinking because as soon as we try to actualize a plan based on our beliefs ... well... then... *shit happens*.

As you probably know, events and circumstances tend to interfere with even *the best-laid plans of mice and men*. Beliefs have dragged a lot of leaders into deep doodoo.

Here are reasons psychologists say we should adopt heuristic learning in our daily lives, why we should orchestrate experiences to learn from. The brain benefits from having mental strategies that simplify things, this so we don't spend a lot of time analyzing every detail before making the hundreds of decisions that we make every day. We decide what to have for breakfast, what to wear, who to hire or fire? When to go home at night...

Heuristic learning helps us cope with a tremendous amount of information by speeding up our decision-making process. When my daughter was in high school, and wondering as we do about a career, she thought that she might enjoy police work. She found a volunteer ride-along program and signed-on. Three months later she knew that she would not pursue that career. She knew what aspects she liked – public service and action – and what she didn't. She volunteered as a first responder for many years while holding high level executive positions.

Heuristic training allows us to learn enough about a subject to make good decisions without a lot of anxiety. As an example, because understanding follows experience, as you are planning a next

meeting – you imagine the route you'll travel but suddenly remember that there is some heavy construction on the way, and you realize this will slow your progress and might cause you to be late.

So... based on your experience, you plan to leave a little sooner and take an alternate route. Heuristic learning allowed you see possible outcomes and arrive at alternate solutions.

There are several kinds of heuristic learning experiences and each plays a role in decision-making. They should be used in contexts so knowing about them will let you decide which will serve you best.

The *availability heuristic* makes decisions based on past experiences. How easy it is to bring a scenario to mind? If you must take a decision without having all the facts, try to recall a relevant example of the situation. Is there something similar available in your memory? Do past experiences make it easier to see solutions and outcomes? Have common components of the experience or similar situations occurred in your life?

As an example, if you fly often, you can easily imagine a typical trip – the airport services, the check-in procedure, the boarding sequence – and that will help you decide a whole series of choices and options. Examples of air disasters are not imagined because you don't want to cancel the trip and miss an opportunity. The *availability heuristic* leads you to suppose that plane crashes are rarer than they really are.

Next, the *representation heuristic* is about decisions made after comparing a situation to the most *representative mental image you have*. If we don't have that experience, we look for something like it.

Trying to decide if someone is trustworthy, for example, you might compare what you know about trust to the person you are looking at. If you think your gentle, kindly grandmother represents the epitome of trustworthiness, you might assume someone trustworthy should be gentle and kindly. To move beyond that neurological representation, you must establish objective criteria to describe trustworthiness. Carry note cards and put your candidates to the test...

And then, the *heuristic affect* is making choices that are influenced by the emotions we experience in that moment. Research has shown us that people are more likely to see their decisions as having great benefit and low risk when they are in a positive mood. Negative emotions, on the other hand, cause people to focus on the potential downsides of a decision and the risks of a situation rather than possible benefits. We decide yes or no emotionally... and then find a logic to justify it.

Lastly, what is called an *anchoring bias* is the heuristic involved in our tendency to be greatly influenced by a first bit of information we learn. This tendency makes it more difficult for us to consider other factors and options, or to allow for contrary views as they emerge.

Anchoring ideas can lead us to poor choices. For example, our anchoring bias influences how much we are willing to pay for something. It causes us to jump at an offer without shopping around for a better one. We too readily accept market prices.

In that context, did you know that different sick people pay huge price differences for medicine and medical supplies - *regardless of where in the world they are*, also that major price discrepancies exist between what some drivers pay for gas and oil compared to others - *and this in the same state or province*, and did you know about the colossal differences in the price paid for electricity and internet services *by citizen in one country -vs- another*? All of this tells us how deeply *our heuristic bias is anchored*.

While heuristic learning helps us solve problems and speeds up our decision-making, it lets us produce errors in judgment and puts limits on our ability to innovate. Our neurological paradigms have all been etched in some relatively past so old heuristics can lead to inaccurate judgments about how things currently are. From my previous example - when did that roadwork construction slow that traffic? Is it still under repair?

Heuristic learning draws on memory. It brings a past to the present. The caution is that - Just because something was true before, does not mean it is still true. In a universal continuum, things meld into a larger truth. Now part of a larger truth, a memory changes value, and

meaning. Relying on an existing view make it difficult to see alternative views and to come up with new ideas.

Heuristic leaning can also contribute to stereotype casting and other prejudicial views – even out and out racism. Because the brain assembles its perceptions by making mental shortcuts that classify and categorize ideas, our neurological links often overlook relevant information and so they create a warped categorization that is not in tune with the zeitgeist.

The zeitgeist means the credence of the times. In my book *Invest in your creative capital*, I make it a point to mention why a person's creativity must be measured by what was known at the time of its manifestation. Einstein's work can only be discussed in the light of the mathematics understood in 1904. There was a lag of 40 years between his statement that [$e = mc^2$] and the first practical experiment that proved it. For the longest time in the man's career, not everybody was on board.

The cognitive limits to our perception dictate that we “*strategic thinking*” in our daily life. Many people view the events and circumstances of their own life as the result of “good or bad” karma, as an act of God, as serendipity or even as an evil conspiracy.

I got serious about strategy during my early involvement in the struggle for equal rights to access. I began my activism in 1980 when I met and befriended a *quadriplegic* who'd been paralyzed 5 years longer than me, and worse off than me, he had very limited use of his hands and arms. He dove into a swimming pool and broke his neck. As he had no resources – he spent all that time in a hospital ward shared by 5 other people. He'd been institutionalised for 7 years.

He now lived in the same high-rise building as me, but because his rent was subsidised, he needed an orderly twice a day and nursing care, and because he was on welfare, his lifestyle was constantly questioned, and he was even threatened with re-institutionalization if he didn't comply with the wishes of a religious-minded social worker. His two great sins were (1) he had lady-friends who visited, and (2) he benefited from medical marijuana.

Well... he was my first political cause. I believed the social system should back off and let the man be, so I formed the Action Committee for Disabled People. Next, I introduced its mandate to the Community Council – a monthly forum where the political parties, community groups and church leaders met to discuss local issues. I handed them all a well-written “*Whereas, Whereby and Wherefrom*” document and got a 100% endorsement of my ideas.

I began attending those monthly meetings and soon saw who was really running things. The Community Council had its own mandate, letters patent, structure, members and Executive. I found that a small group made every decision without consulting the Board and cited need whenever they were called on it. Decisions were needed right away but the Board only met once a month.

So... to make sure things were done for the good of all, I was elected to the Board. A year later I was elected to the Executive. In that process, I learned that 90% of success is just showing up. Heuristic strategy says: *Just do it!*

While serving my term, I introduced ladder strategies into the decision-making process. As problems are very often caused by time lapses, ladder strategies let us plot solutions as sequential events. Ladder strategies let us plan even the tiniest details.

Basically, a ladder lets you plot strategy as sequential steps, as in – *They can do A, B or C. If they choose A, we can do 1, 2, 3; if they choose B, we can offer 1, 2, 4; but if they choose C, we’ll counter with 2 and 3.*

You can look further down the rabbit hole: *If we arrive A3, we have a little more room to wiggle so we can offer some of 4 or 5.* Etcetera. You can keep adding steps and plot deeper sequences into the strategy.

When challenges are spontaneous or monumental, they demand that we use Games Theory strategies. This means a leader must predetermine what game he or she is playing.

I've explained how we can play the game of life like good people - that is to say, with altruistic self-interest; or like bad people who have totally selfish intentions, even if it's detrimental to others. And we can react like stupid people who behave in way that's detrimental to others, even if it's detrimental to them too.

Strategically, if a leader overlooks the patterns and signals in his environment, or if he or she doesn't read the challenges correctly, he or she will be blindsided by events, or short-changed in any deal. Leaders who don't think strategically lose because their view the world is tainted by rose-colored glasses. That is - *they see others as they wish them to be, rather than how they really are.*

If there is one way that all people truly are the same, it's this: We are - above all else - creatures of HABIT.

Each person's behavior is related to his or her neurological past. *Dr Phil so often tells us that the best predictor of future behavior is past behavior.* People reveal who they are over time and being a strategic leader means asking the right questions and being attentive to the answers. Let people reveal themselves. You'll be amazed at the results.

Then, a kind of strategy that makes perfect sense is called *Preventive Strategy*. Prevention of course allows us to avoid a lot of the woes that happen to surround certain events and circumstances. I've traveled all over the world and disabled as I am, you will know that I am very vulnerable. I have never once been in any kind of danger because my intuition always directed me on how to avoid it.

Remember - the only link between you and every event in your life is... YOU!

You are indivisibly linked to every event and every circumstance in your life. *Ladder Strategies* will allow you to map out scenarios and options, and to specify what actions to plot for every contingent

Games Theory Strategies allow you to know how to respond no matter what others might be plotting. *What game will you play*

when change occurs? And Preventive Strategies let you avoid obvious mistakes.

Your strategy requires a *predictable probability!* What will your M.A.N.N.A? * be - your * *most advantageous non-negotiated accord?* If you choose love as a basic value for example, then it is predetermined how you will respond. Even if circumstances offer a violent possibility, you are limited to a non-violent response.

A coward might act in a cowardly way - but that's not the same as choosing how to respond as a *predictable probability*. Then you are playing a « *pure strategy* » fixed in override and default modes. The strength from being a leader comes this “*Know yourself!*” decision.

As you actualize your plan, concentrate on your strengths, and seek out allies who can help you overcome your weaknesses. A warrior of spirit, be aware that doubts and fears only slow your progress.

We can sabotage ourselves better than any rival can hurt us. Practice detachment by forcing yourself to always behave in a way that is above reproach. Strategically invest yourself wherever you can do the greatest good. By playing the 5 roles of a strategic thinker you can reach your goals, so focus your time and energy on empowering yourself.

Think about it. *I'll be right back to discuss what I learned about becoming a persuasive communicator.*

INTERLUDE

The traditional model of communications is a process not far removed from the mass media in which an addresser sends a message to an addressee. To be functional, the message needs to be about something the addressee will get - i.e., with a language or code that can be transmitted and must, at least partially, be understood by both the sender and the receiver.

According to this view, the communication proceeds pretty much the same way whether it is an ordinary conversation, a speech, a letter, an email, or another narrative. There is always a message from a sender to a receiver.

This view of communication is widely held but it has a serious problem. It obviously has something to do with communicating, but on close inspection, it distorts the act of communication beyond recognition.

Human communication, verbal or otherwise, differs from the *media* model because most human communication is interactive. Humans expect some feedback for the message.

In the media model, the message moves from sender-to-receiver but with real communications, the sender considers the receiver's position and his or her estimated response before sending a message.

You don't normally wander through the wood talking to nobody. Even self-talk pretends that someone is listening. What we say depends on who we are saying it to. The sender considers the responses that he might anticipate. To communicate with another person, we must be in contact with the mind that we want to address before we even start.

We do this by relying on past relationships, by referring to random exchanges, by understanding what the person might be thinking, and in countless other ways. I must sense something about the person I want to relate with.

Communications between human are never a one-way street. We not only want a response, we will often shape our message to solicit one. This is not to say that we know how the other will answer - but we do imagine a range of possible responses and form some vague idea.

To be an effective communicator, we have to get inside the mind of the other before we send him or her a message. Receiving it, the other will then somehow try to read our mind to get our meaning.

This is the paradox of human. It is *inter*-subjective. We communicate from one subjective mind to another subjective mind. The media model of communication cannot do this as there is no precise algorithm for it.

When leaders forget or ignore the subjective nature of communication, the outcomes become predictably disastrous. This is particularly true in organizations where people mistake hierarchical power over employees as the capacity to make them listen and understand.

Many leaders disregard – if they ever knew them - the pillars of an effective communication. The 4 pillars are:

1. Intention, if seen as an edifice
2. Attention, if seen as a challenge
3. Empathy, if seen as power
4. Feedback, if seen as validation

The 1st pillar elevates a communication beyond the media *Sender-Receiver model* by considering the importance of the message itself.

If what you wish to communicate has any importance at all, it deserves a suitable structure. If your *intention* to influence someone, what kind of edifice will your message benefit from? Will you rent an arena? Does your pronouncement merit a Cathedral? Should your language sound like it comes from a local tavern or from a corporate penthouse? How will you reach the receiver?

I remember having been hired by a school board to animate the people in charge of building the curriculum. Somehow, we got our

wires crossed, and I prepared my presentation *for educators*, or at least for the university scholars who assess and determine what our children will learn.

When I got to the venue, I found a roomful of white-haired ladies and a couple of older guys... and I recognized my mistake. The people who do these kinds of jobs at the schoolboard level are volunteers with some free time. People with grown kids fit the bill as they have more free time and can volunteer for the extra-curriculum projects, so I instantly changed my presentation and its edifice.

I eliminated 3 slides from my PowerPoint to make things shorter and easier and then, instead of pontificating about the latest findings to professional colleagues, I slowed my talk and imagined myself in a small room with the task of explaining some troublesome facts to a few friends.

The 1st pillar examines your INTENT! Do you want to inform, to persuade, to sell, to convince, to seduce, or to apologize, to invoke appreciation or love, to cause fear or anger? How will you structure your message? What words will best construct your edifice?

The 2nd pillar of an effective communication considers the receiver's ATTENTION. Today, people are bombarded with more information than ever before. A lot of it is fake news from all kinds of sources – like political enemies, professional marketers, or everyday scammers and trolls. They prey on our need to know.

Every morning when I open my inbox, I find over 100 emails and most of them are unsolicited spam. I get a few phone calls everyday from far off places with strange accents trying to sell something. Your message will be competing with a heck of a lot of other stuff.

If it is important, how will you get it stand out from the rest? Will you use bold print, vivid colours or an amusing song and dance? There is a real challenge involved: Can you tell exactly what you have to with words, or will you need accurate numbers, images, designs, plans? A picture is worth 1000 words so will a podcast transmit what

you want known, or will a video do it better? Do you need a live show or something virtual or even animated?

And what will your headline be? What is your main message – the good news, the bad news, the real news. You might stay away from long meandering sentences or dense paragraphs if you want to send a message that is clear, short and sweet. What grade level language will you use? College, high school or grade 4... Is there a jargon required – like the military lingo, government gab, banker or plumber talk? What's your elevator pitch?

The 3rd pillar of an effective communication considers the receiver... with empathy. *Empathy* is the capacity to understand or feel what another person is experiencing – or to see from inside their frame of reference. This means having the capacity to place yourself in the other's shoe.

What do you suppose your message will invoke in the receiver? In other interested parties? In legal circles or as a PR opportunity? Giving this some serious thought will give you power.

I remember a client who had to confront someone high up a government leader ladder. We discussed it and I advised him: “*You have to tell it straight and lay it all out... but remember HOW you do it is what you are doing.*”

Even the worse news can be shared without brutality. We can disagree without being disagreeable. There are 5 considerations if you must deliver bad news: *The 1st is - prepare the communication.*

Don't adlib bad news or what might be *perceived* as bad news. Things can much too easily get heated up and negatively emotional. People might think your news is unfair. They'll want to argue and fight back. The normal reaction is to kill the messenger... so don't let that happen to you.

Stay calm so you can be ready to diffuse conflict. Whatever you do, don't throw fuel on the fire. Prepare what you have to say and be

ready for an anticipated reaction. How can you reason with the reaction?

A 2nd consideration suggests you remind yourself why the bad news fills a need. You will more easily feel justified if you do this. If you're not the decision-maker, find out how and why the decision was made, and what other possibilities were considered. Have a clear sense of why you're doing something that is justified and legitimate.

The 3rd consideration wants you to be direct but also to be as kind as you can. Don't sugar coat bad news, but don't be cold wind either. Get right to the point; explain the reasons; leave no room for misinterpretation; remain stoic and yet compassionate.

The 4th consideration when delivering bad news is to think carefully about how to build your edifice. Make sure you deliver any bad news in a way that respects privacy, that minimizes embarrassment to others, and that allows them to maintain their dignity. At the same time, give some thought to your own safety and well-being because emotions can shift very quickly.

And the 5th consideration is to never bargain your position. Don't let the conversation become a negotiation when it just can't be that. When someone receives bad news, it's natural to think "why me?" or "why did this happen?" You want to answer those questions with respect. Empathy is about how you would feel if it was happening to you?

The *last pillar of an effective communication is feedback...* if you see it as validation: Did the receiver interpret your message in the same way that you intended it? Unless you ask him or her, you'll never know.

Making decisions based on guesswork is a risky endeavor. Make the wrong decision and face a costly redo and a lot of wasted time. Leaders can't assume, they must validate their understanding, directly with the message's receivers.

And don't overlook the fact that providing feedback is only half the battle. Most leaders focus on giving feedback but fail to grasp the

most important part of it: Feedback provides more than an opportunity to correct any miscommunications. Continuous feedback is a highly effective strategy and should be used to make sure things are done right the first time.

Feedback is a powerful tool because it hits on both training and motivation. It not only reinforces what was understood but it also highlights what needs to be explained. If done well, seeking feedback inspires the receiver as to your intent and motivates him or her to act. As such, providing and receiving feedback are among the most important skills a leader can develop.

I promised to say something about that nurse who stayed with me during my 4th death experience. When I woke from it, perfectly well and free from infection, and I saw her sitting there. I quietly told her I was back and fine. She stood and looked at me, surprised. Then she turned and walked away. After a few of steps, she fell, collapsed into a faint.

A nurse and orderly ran over, helped her up and led her away. Later when I inquired about her, I was told she'd been taken to emergency care. I tried to reach her for several days, to thank her for caring for me... but I didn't know her name and I came up blank. I put sufficient insistence into my enquiry that, a few weeks later, I was told that she'd quit her job.

About 3 months after I left the hospital, now back at work in a business I owned with a partner, a young woman came and asked for me. Invited into my office, she walked in and asked: "*Hello Mr. Poole! Do you recognize me?*"

I had to admit that I did not. She identified herself as the nurse I'd been looking for - and I very excitedly and very warmly greeted her. She then told me how she had experienced my last adventure. She had sat there, in a state of rigid attention, for the longest time.

I asked her how long? She calculated that she had clocked in for one and a half x 8-hour shifts and that she took no break... so she figured she'd worked about 3½ hours when she was assigned to me... so she sat there for 8-10 hours. She became very confused as she realized that no one – not another person - not a single colleague, no

supervisor, no doctor - had communicated with her for that entire period. No one. Not a word... as if she had disappeared.

Later that bothered her at the deepest level because she wondered why they could leave her alone? Why didn't someone intervene?

She sat there immobile and at one point she wondered if she was dead. She thought that if she moved, her body would drop and she as spirit would be free so she didn't move a muscle. But she knew without reservation that "she" is not her body. She is a Spirit with a body.

She quit her job because of that experience. She didn't want a life wherein she had to make life and death decisions for another human being. She was no longer comfortable in a hospital setting.

When I asked her why she'd taken responsibility for me, what made her sit next to me all that time, she answered: "*You were so persuasive. You were so sure that I could not... not do it! You knew what you were doing!*"

I was deeply impressed with her extraordinary resolve. She told me that she now worked as a representative for a pharmaceutical company and was very happy. She felt free and travelled the Province of Quebec connecting with administrators in the health care system. Like me, she rejoiced in Nature's beauty and bounty.

An adjunct to meeting her was my wanting to understand the levers of persuasion. The intelligence that convinced her to turn off a monitor and watch over me was not my own. I heard the exchange at the same time she did.

Persuasion is an umbrella term meaning to influence others. You try to influence beliefs, attitudes, intentions, motivations, or behaviours.

There are 8 ways to compel others with your influence: People will be persuaded if they think you can reward them. People will be persuaded if they believe you can punish them. They can be persuaded if you have the power to act on #1 and #2. And people can be persuaded if they believe that *have* acted on them,

This approach to persuasion – that is reward and punishment - is coercive, and it is thus subject to the law of diminishing returns. Coercion is the form of persuasion wherein we influence actions with threats and promises.

The rules governing that behaviour are such that you should recognize their limits. The more you reward someone, the less value it has. Constantly rewarding people leaves them jaded so the reward becomes perceived as an entitlement which gives it less value. Punishing a person often results in a resigned attitude and a general dullness to pain. You can only endure so much pain before you faint... and the brain releases soothing endorphins.

Heuristic persuasion on the other hand is the process with which attitudes or beliefs are leveraged so people can change habits, emotions, or beliefs.

People can be persuaded if they believe that you are an expert or a celebrity, if you have successfully integrated the change or behaviour that you want them to adopt, if you have built a positive relationship with them, or if you appeal to their idea of good.

Psychology sees persuasion through the lens of behaviour. In business, persuasion is aimed at changing someone's attitude and that effort will require a specific edifice: Will you change ideas, moods, or the person? Will you use threats or kind words? Will you promise rewards?

Persuasion is most often demonstrated by people who are in pursuit of a personal gain. We try to change other people to satisfy our professional ambitions, or our position in politics, sales, religion, or advocacy.

Nature favours creative leaders. I've explained 5 roles that we are equipped to play. I said that we can be *Stalkers* of information by activating our reptilian brain stem and spinal cord. We can also be *Dreamers* of possibility by accessing our right-brain's limbic system. Like the Jaguar-kings, we can shift moods to explore every possibility, the good, the bad and the ugly, to be better Seers of opportunity. There, we access our tribal logic and, like the Howler Monkey, we learn that - to get good ideas, we have to throw out the bad ones.

Leaders are in action to adjust. If it doesn't work – they ADJUST again. And if still doesn't work.... well keep adjusting until you get it. Then become a persuasive Communicator because others have not done that work. They'll have to be convinced.

In the last Episode, I said that – with a little practice – you can play 5 roles and live in a state of grace. You can learn how to stalk ANYTHING you desire. And you can dream infinite possibilities - including an alternative to dying your way off the Planet. You can master how consciousness resonates in your brain – from Beta into Alpha brainwaves, and then to the Theta and Delta brainwave states as measured on an EEG machine. I said we can learn to stop our inner dialogue and reach the Ømega point – God, face to face. We *can* live in a state of grace.

In this presentation I explained how practicing certain skills – like pattern recognition, creating a good impression, heuristic learning and principled negotiation - allow you to draw the very best from a situation.

I said these aspects of strategy are important if you want to take a leadership role in your life. Last, I explained 4 pillars of an effective communication – *Intent, Attention, Empathy and Feedback*. And I told you about 8 levers that persuade people. I said 4 are coercive and 4 are heuristic. Heurism relies on how others experience you. You will be most persuasive if you think of others... strategically.

It was an exciting agenda... *Thanks for listening.*

I'll talk to you next time in Episode #11 – SELF-Management in Nature. From personal desire to self-motivation to empowerment, I'll explore the subject of how to manage with power. Don't miss that presentation.

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Thanks again... see you next time. Adios.