

What you need to know to help your people--an Annotated Bibliography

books are listed in descending order of importance.

The Power of TED (The Empowerment Dynamic) *Emerald*

- Victimization, a deep explanation. Transforming victimization into empowerment.
- The Karpman Drama Triangle: Victims, Savior Heroes, Monster Persecutors
- The oldest story there is: Babies / Mama Alligator (or Grizzly Bear) / Tyrannosaur; we know as Damsel In Distress / Knight In Shining Armor / Evil Dragon
- Need all three for a full story. This explains why the Other is always “devouring beast” in news
- Players switch sides; those who were Victims become Monsters
- Note: “Victimization gives license for Unlimited Cruelty”
- Victimization is based on being Not At Cause. Transformation is based on being At Cause.
- Transformed: Creator / Coach / Challenger. You create your own life. The Challenger helps you pay attention to what needs to be improved, and your priorities. And the Coach is not there to make things happen *for* you, but to assist you in making things happen *for yourself*.

Seeing Systems, *Barry Oshry*

Anthropologist Barry Oshry ran a hands-on conflict role-playing camp for decades.

- *Amazingly* profound book about the systemic aspects of conflict.
- The new emotion of “**righteously screwed**”. Egregious unfairness makes people *enraged*.
- Tops people who run the show. Bottoms people who make things happen. Mid-level management people who have to take orders from Tops, and make Bottoms do their thing.
- Tops have contempt for Middles and Bottoms, who don't see the *really big* picture, and are too slow and inept at getting things done. Bottoms have contempt for Middles and Tops, who have their head in the clouds, and don't understand the *real* problems on the ground. Middles have the worst job, are completely out of control, have to manage both sets of fools, without having any real control over either. Everyone has not enough time, resources, info to get stuff done.
- Dominators have contempt for Dominateds, and vice versa.
- **How these systems progress over time follows regular, historical sequence patterns, that can be predicted.** It is like steps in a dance, you can tell what's going to happen next--

The Terrible Dance of Power

There is a dance that takes place with great regularity
a terrible dance---
a dance of death and destruction,
human being killing one another for great and noble causes.
We have danced this dance through our history.
We dance it now...

- Oshry's Seeing Systems book is key to putting all the other books into context.

Why Marriages Succeed or Fail, *John Gottman* The Seven Principles for Making Marriage Work, *Gottman*

Dr. John Gottman is perhaps the world's leading authority on relationships. Besides clinical psychology, his anthropology lab has studied for decades couples arguing and discussing, using high-speed cameras and micro-expression analyses, and can predict long-term divorces at 91% accuracy.

- **At least 50% of all conflicts in marriage are fundamentally unsolvable. That is, people would have to completely change their personalities in order for them to be resolved. Marriages in the real world work around this, and continue on anyway.**
You *can't* change your partner's mind [when it's deep personality]. Honor and respect this.
- **SOLVE YOUR SOLVABLE PROBLEMS.** There's always *something* you can agree on.
- Express Fondness and Admiration.
- Turn towards. Do not turn away.
- Note: “Attention is the currency of a relationship. Pay Attention.”
- ***** What is *far* more important than actually solving the issue or problem, is feeling good about the interaction itself. *****
- Value the “we-ness” of a relationship more than individual concerns. “We're a Team.”
- **Sit on the *same* side of the table, and lay out the problem in front of you both, for you both to solve. Say: “How are we going to solve this, *together*?”**
- **Consider *their* emotions and opinions to be *valid*.** And *show* your validation.
- **Negotiate and *persuade* each other.** Dictating usually doesn't work, in the long run.
- **Compromise on something you can *both* live with.**
- **Self-soothing vs. distress-maintaining.** Successful people let it go. Others suck it like a candy.
- It is impossible to accept advice from someone, until you feel that that person understands you.

- Relationships break down in flooding cascades, like a small snowball starting an avalanche. Don't let things get that far. Maintain the relationship, and keep up with what you can.

Getting to YES: Negotiating Agreement Without Giving In Getting Together: Building Relationships, *Fisher + Brown*

Fisher, Ury, Brown, and Patten are from the Harvard Negotiation Project. This is a national treasure.

- The problem: Do not try to bargain over **positions**.
- The method: (1) **Separate the PEOPLE from the problem**. Concentrate on the SITUATION.
- (2) **Focus on INTERESTS, not positions**. Different sides will *of course* have different interests.
- (3) **Invent creative OPTIONS for Mutual Gain, together**. How can you *both* win?
- (4)

Language in Thought and Action, *Sen. Hayakawa*

- Extremely profound and chewy book, covers how people actually communicate (semantics).
- What you think you mean gets wrapped up in a package of words, sent to someone, and then unwrapped by them. Often how they unwrap it is not the same as what you thought you meant.
- Words convey emotions and attitudes as well
- There are “purr words” and “snarl words”. Words such as “democracy” and “freedom fighter” inspire love, whereas words like “regime” and “terrorist” inspire hate—but they can both *mean* the same thing on the surface. So what words you use, determines what effect you have.
- How people use words, and how *well*, is critical to politics, and to leaders everywhere.

Inside Out, film by Pixar

People do not have monolithic minds, but are composed of a committee of different *subminds*. There are *many* of these. Whichever one is driving the ship, at the present, depends upon what the situation is; what the person has been paying attention to, whether externally or internally; how strong the match is; what the different submind specialties are; and how strong the submind feels about what's going on.

These subminds are called different names by different people. Descartes called them “homunculi”. Selfridge called them “demons”, in his “pandemonium theory”. Virginia Satir called them “parts”. Timothy Leary and Robert Anton Wilson called them “circuits”. Some people call them “programs”, “subroutines”, or “packages”. Minsky called them “agents”, “specialists”, or “experts”, in a “society of minds”. Whatever theorists call them, the point is that *each person is not monolithic, but a committee*.

This definitely holds for countries, and governments, as well as people.

It also is the driving principle behind attempts to stampede the population by introducing panic and stupidity.

Prometheus Rising, *Robert Anton Wilson*

This incredibly profound book is highly important. It covers how brains and their software programming work, especially in society. Wilson was influenced heavily by Timothy Leary. This book is so dense that it deserves to be broken out into a few major sections:

Chapter 1: The Thinker and The Prover

- Brains have many sub-minds, called here “circuits”
- You only know what you see from your inputs. (Which news seen determines your thoughts.) **This is called your “reality tunnel”.** You think it's the **REAL reality**. But it's tunnel vision.
- “What the Thinker thinks, the Prover proves.” People *start* with beliefs, and then justify them with support. Beliefs are not constructed from logic. It means that *any* belief, such as Country X is good, or Country Y is an evil threat, or the government is run by reptilian aliens, *will be supported*, due to confirmation bias.

Ch. 2: Hardware & Software: The Brain and Its Programs

- Dualism: Brains are material; circuits and thoughts live in the Information world.
- Many programs come from genetic hard-wiring. Most of these we aren't even aware of.
- Imprints deliver some programs, usually at baby or teenager stages. Conditioning provides others. And learning also contributes programs, but they're no longer hard-wired. Imprints, learned from our parents, trump conditioning and learning.

Chs. 3-8: various brain circuits (sub-minds)

- The First Circuit, oral-satisfaction-approach-retreat-distaste-fear, explains the woke movement, and corresponds to the Child type in Transactional Analysis.
- The Second Circuit, dominance-submission-territorial, governs and predicts military behavior.
- The Third Circuit, reason/time/thought-binding, introduces science and intellect.
- 4th Circuit covers morality, especially mating; it corresponds with the Teenage Parent or the Puritan, concerned with punishing and suppressing those who are different.
- 4th problems: guilt; 3rd problems, perplexity; 2nd, bullying or cowardice; 1st, stress and illness.

- 5th circuit covers love, bliss, enlightenment, the gestalt of everything.
- Different problems arise when different types of people try to interact and control each other.

Ch. 16: The SNAFU principle

- Because the secret police are stuck in Circuits 2 (dominance & control) and 4 (puritan punishment of others), they tend to develop paranoia, unlawfulness, and secret independence.
- This predictably leads to untrustworthy behavior.
- And this leads to other secret police spying on the first secret police, and on the government
- Finally the government seizes up, often collapses, in a paroxysm of backstabbing and paranoia.

I'm OK—You're OK, *Dr. Thomas Harris, MD*

“Transactional Analysis” deals with how people communicate, based on hard-wired archetypes:

- The **Child** deals in oral satisfaction, collecting, owning. It's an egoist with incomplete theories-of-mind of others; other people don't really exist as real yet to the Child. Everyone else has been put on Earth to take care of them. All injuries are personal. Child societies are narcissistic.
- [I introduce the pre-teen **Gangbanger**, who is mostly interested in machismo; fighting; fitting in to the gang; and learning what it means to be a “real man”. Gangbangers believe in turf wars; revenge killings; looting, rioting, and robbing; and “protecting the women against outsiders”. See any terrestrial gang of baboons for the instincts to drive this. The morals are not the same as modern society's, and the ethics are those of the gang. G'busters make great stormtroopers.]
- For most of the last million years, women have given birth by the time they're 15 at most. The **Teenage Parent** feels out of control, because they are surrounded by stupid howling brats who are getting into everything, but still need to be fed. Teenage Parents are concerned with control; keeping track of wrongs; thrashing; and punishment. If they do not punish the stupid children around them, things will get completely out of control. (Remember: instinctual.)
- The **Adult** is concerned with reality, realistic solutions, reasoned thinking. The Adult has full theories-of-mind of the people around them. See: the Village Elder, in *The Seven Samurai*.
- Six [unordered] combinations exist between pairs of the three recognized types. These result in *very* different conversation patterns. Which conversation you get will depend upon the submind that is dominant in you, and in the other person. Understanding this can cause conversations to be adjusted, and to flow well. Misunderstanding this can cause conversations to go very wrong. Read the book to get examples and particulars.

- Both Children and Teenage Parents habitually feel out of control and are Not OK. Adults habitually feel in control, comfortable in their own skins, and are OK. Reducing this to the two subgroups, gives four basic [ordered] permutations for how conversations can progress.
- Understanding these instinctual mindsets and communication patterns can give much benefits.

Learned Optimism, *Dr. Marty Seligman, fmr Pres. APA*

- “Learned Helplessness”: If you torture dogs correctly, most will lie down, whimper, and give up. [Note: The original experiment was designed so a dog who thought “outside the box” could just step outside the box and stop the shocks. That most dogs never got this far was a surprise.]
- [This research was consulted by psychologists James Mitchell and Bruce Jessen in designing torture programs for the FBI and CIA, used at least at Guantanamo, without the knowledge nor permission of Seligman. Mitchell and Jessen have been disbarred. None of the FBI/CIA torturers has been censored, and Guantanamo still stands, despite Obama's pledge to close it.]
- Some brave dogs *never* gave up, and they found if they shifted, the pain would stop.
- Seligman developed from this a theory of “Learned Optimism”: how to overcome bad fortune.
- Key thoughts are Permanence; Pervasiveness; and Personalization.
- For *good* events, you should tell yourself “This happens *all the time* for me.” “This happens *generally, all over, in all of my affairs*”, and “This happens *because of my great skill*.”
- For *bad* events, you should tell yourself “This happened *just once, in this instance*.” “This happened *just in this one area*. The other areas of my life are fine.” and “This just happened to have happened to me *because of bad luck*. It has nothing to do with my usual good skill.”
- This learned optimism will fight off pessimism, and keep *you* so that you never give up. Please teach these techniques to the people you love.

Type Talk (*Myers-Briggs*) , *Kroeger and Thuesen*

Type Talk (Myers-Briggs theory) shows that there are four different facets for how people process information from the world around them:

- Extraverts vs Introverts. Extraverts gain power by being around other people, and by talking. Introverts gain power by being by themselves, and by not talking, but thinking.
- Thinkers vs Feelers. Thinkers rely on intellect. Feelers rely on emotions and empathy.
- Sensors vs iNtuitives. Sensors want concrete, low-level, at-hand things. iNtuitives see the big picture, and want abstract, high-level, general, over-all things.

- Judgers vs. Perceivers. Judgers make up their minds about things very quickly, and already know the answers. Perceivers like to take a look at what's *actually* happening in the world.
- [Linear vs. Holistic thinking. Linear thinkers want things step-by-step, in a one-dimensional list, and don't want to think about something until all its predecessors have been finished. Holistic thinkers work with two-dimensional puzzles. They jump around from this piece to that piece, and only at the end do all the pieces fit together.]
- There are sixteen different permutations, if you look at all four traditional type settings.
- Each type of processor drives the other type nuts. Along *each* of the four axes.
- Good communication / coordination happens when you give people what their type needs.

Living, Loving,& Learning, *Dr. Leo Buscaglia*

- Live with passion! Life is wonderful, and to be enjoyed!
- Hug people!

Forgive for Good, *Dr. Fred Luskin (Stanford Forgiveness)*

Complex book with lots of good and subtle parts. We can only hit a few main points here:

- Forgiveness is for **you**, it's not for the person who did you wrong.
- Forgiveness doesn't mean being stupid towards bad people. It means **getting rid of the demon that's taken over your mind** and **moving forward with your own, God-given life**.
- Someone did something bad to you once. **Ruminating over this, like a cow chewing its cud, lets you relive the bad thing every day, forever, until you forgive, release, and get rid of it.**
- And your body can't tell the difference between real life, and your thoughts. So when you ruminate over bad experiences, *your body reexperiences the stress and the high blood pressure.*
- You need to SHIFT ATTENTION: *Acknowledge* the pain, but *don't* get stuck in it.
- Book has a lot more, read the book to get all the techniques and theory. It's important.
- Jesus taught “Forgive us our trespasses—as we forgive those who trespass against us.” Christ was *very big* on Forgiveness, it was a centerpiece of His teaching. But it's not covered a lot in church. A strong Forgiveness program is both healthy and honorable.
- “Mercy Trumps Justice”. Countries should think *very hard* about Forgiving more. Some countries should hope that God is more merciful than some people deserve, as often “What goes around, comes around”, and “Karma payback is a bitch”. But that's *their* business.

The Dictator's Handbook: Why Bad Behavior is Almost Always Good Politics, *Bruce Bueno_de_Mesquita, Smith*

An outstanding book that explains much, based on in-depth models.

Most concepts are covered in the animated video “The Rules for Rulers”.

One main take-away is that the main difference between autocracies and democracies, is democracies have more people at the top, and so are more difficult to bribe. Not impossible; simply more difficult.

Emotional Vampires, *Dr. Albert Bernstein*

- When people are driving themselves crazy, they have neuroses or psychoses. When people are driving *other people* crazy, they have “personality disorders”.
- This shows up in: ways of perceiving and interpreting self, other people, and events; range, intensity, lability, and appropriateness of emotional response; interpersonal functioning; and impulse control. *Note all these will apply to countries and organizations, besides people.*
- “Vampires” use hypnotism, charm, and charismatic reality bubbles to lure people away into the dark, and then drain them.
- Vampires cannot see themselves in the mirror. They hate mirrors. They hate sunlight.
- “Anti-social” vampires include the pirate bad boys, the used-car salesmen, and the bullies. These gain power from adventure and risk. Bullies also gain power from dominance.
- “Histrionic” vampires, drama queens, gain power from dramatic stories and fame.
- “Paranoid” types have over-active and unrealistic threat identification subroutines. *[However, check this against Reality Tunnels. For years, Julian Assange was saying that the CIA was out to kidnap or assassinate him, and the news poo-poo'd it. Turns out he was right.]*
- “Narcissistic” types feel both better than everyone else, and are also deathly afraid of being normal, let alone inferior. They gain power from temporarily establishing superiority, but it's never enough. Narcissists suffer from egoism, which is right next door to solipsism-- the feeling that you are the only person in the universe, and that no one else *really* exists. It's not the case that they suffer from a terminal lack of compassion; it's simply that they have blind spots, that they simply cannot see that other people have lives, and a legitimate right to exist.
- “Obsessive-Compulsive” types want Order in a messy universe. They believe punishment equals justice. Punishment is the only strategy for controlling behavior they know. OC's include Perfectionists, and Puritans. Both are on a crusade to Root Out Evil, Perfectionists in themselves, and Puritans in others. Both are usually angry and mean. Because they expect the world to be good, instead of messy; and to get rewards by being good, instead of peaceful lives.

Puritans believe punishment is for the good of the victim. So, *more* punishment, **more good**.
[See my discussion on the Teenage Parent instincts, and RAWilson on 4th circuit behavior.]

- “Punishment is a clever device that allows good people to do bad things without seeing themselves as evil.” Dr. Bernstein
- One of the biggest rewards is connecting with the rest of humanity, in all its messy glory. Unfortunately, vampires tend to miss out on this.
- Vampirism depends on: The perception of **control**; and the feeling of **human connection**.
Rules for helping vampires to grow up and become normal people:
Other people are the same as I am. We're all human beings.
What's Fair Is Fair. Adults play fair. Vampires try to get what they want, when they want it.
What you get out equals what you put in. The more you give, the more you get. They Take.
Other people have the right to deny me. Others *can* say No. Vampires think they own the world.

Long-term social relations depend on trust. And trust depends on integrity.

Note: Countries have personalities. Countries can act as Vampires. But check your own, before you start pointing fingers.

Dealing with other countries that are vampires requires Adult conversations. You must get them to stick to their word.

Bernstein offers solutions to various problems. Read this book, it's critical.

Dinosaur Brains, *Dr. Albert Bernstein*

People have subroutines inherited from dinosaurs. Living dinosaurs include chickens. Circuits include:

- Dominate others. The biggest alpha dinosaur gets the best food and the best mates.
- Pecking orders
- Turf wars
- Take Revenge
- Get It Now
- If it hurts, screech
- Like Me, Good; Not like me, Bad

Neanderthals At Work, *Dr. Albert Bernstein*

Bernstein goes on to describe tribal social instincts, which govern business and governmental behavior.

Games People Play, *Eric Berne, MD*

What do you say after you say hello? *Eric Berne, MD*

- More important exploration of Transactional Analysis and Child / Teenage Parent / Adult theory

Winning the Story Wars, *Jonah Sachs*

- The people who run the show are engaged in an epic battle for your mind
- Human beings are hard-wired to think in stories. Whoever tells the best stories, wins.
- The best stories are made with Jungian archetypes, and follow the Hero's Journey

The One-Minute Sales Person, *Spencer Johnson, MD*

- Sales (and Marketing) is where the rubber hits the road. **Production minus Sales equals Scrap.**
- Money is votes from **other people** for **adding value** to **their** lives.
- So your meaning & purpose is to **add value** to **other people's lives**.
- It all comes down to **caring** about your customers.
- The Wonderful Paradox: I have more fun, and enjoy more financial success, when I stop trying to get what *I* want, and start helping other people get what *they* want.
- Before I can walk in another's shoes, I must first take off my own.
- Note: Cooperation is exponentially more profitable than competition.

The GOAL, *E. Goldratt*

An industrial-engineering edutainment cleverly disguised as an enjoyable well-written mystery novel.

The critical facts you need to know:

- **The speed of a compound process is determined by the minimum speed of its components. *Not the average.***
And this applies to assembly lines; governmental processes; wars; reporting; film production; any kind of other project; anything with more than one moving part.
- **Improve the speed of the minimum component, and you improve the entire system speed.**
- **Improve the speed of *any other* component, and you *don't* improve the speed of the system --in fact, you'll probably make it worse.**
This comes through jamming up the works due to poor inventory control. A great example is

Biden throwing open the gates to immigrants, resulting in tens of thousands overwhelming Border Control in Texas—coming in much faster than they can process them.

Read the book to find out more, and why.

One Bomb Away, *M. Doerken*

Discusses information people need to know for making informed decisions on nuclear weapons.

Command and Control: Nuclear Weapons, The Damascus Accident, and the Illusion of Safety, *Eric Schlosser*

Pulitzer Prize finalist Schlosser tells the story of various nuclear weapons accidents that've happened.

A few amusing incidents:

- On June 3, 1980, around 2:30am, NORAD detected a flight of 220 missiles launched from USSR submarines. America would have less than ten minutes to launch a retaliatory strike. This was put into motion, with missiles and planes being armed and started. Nat'l Security Advisor Zbig Brzezinsky was woken up in the middle of the night with a call: 220 missiles. Should we fire? Get confirmation, said Zbig. The General called back: No, it was **2,200** missiles that had been launched. As Zbig was about to call President Carter and recommend a devastating strike on Russia, the General called back a third time. A ha ha, it was a false alarm. They later found out that a \$0.46 computer chip had flaked out, and the numbers were bad.

America is basing nuke-capable missiles in Poland and Romania, way too close to Moscow, in a Reverse Cuban Missile Crisis. After Bush ignored Russia's concerns, Russia developed hypersonic missiles to protect itself. The “less than 10 minutes” has now been reduced to “less than 5”. It means, sooner or later, we're probably going to have an accidental nuke war. If we don't step back from the brink.

- a U.S. B-47 bomber was carrying a live armed Mark 36 nuclear bomb and practicing maneuvers on the runway. A tire blew out, starting a fire in the plane. The crew had to escape, as the plane split in two and was completely engulfed in flames. Firefighters sprayed the wreckage for 10 minutes. The fire reached the high explosives section of the nuke. The commander ordered the entire base to be evacuated. Airmen sped out into the desert, desperate to put miles in between them and the burning live nuke. The high explosives caught fire and burned, but for some reason did not detonate. The nuke and parts of the plane melted into a pool of radioactive slag, which solidified after it cooled.

This happened in Morocco. Can you imagine the problems if a nuke suddenly goes off in a third country?

- a U.S. bomber accidentally dropped a Mark 6 atomic bomb in transit on Mars Bluff, South Carolina. That weapon had not been armed with a core, and so, when its high explosives went off upon impact, it only blew a 50' crater in the yard of an (occupied) private home, and wiped out most of the house. Instead of the entire town. Hey, accidents happen.
- An H-bomb got accidentally dropped in Albuquerque.
- In “wargame” exercise “Able Archer '83”, America and NATO staged a “practice” invasion of the USSR, leading up to a nuclear first strike. This intense operation involved airlifting 19,000 troops into Europe, with full radio silence, and loading nuclear practice bombs into B-52s. And the U.S. Strategic Air Command raised its nuclear alert levels to the highest level. For *some reason*, the USSR thought this was probably a cover for an *actual* NATO attack, and so responded by loading their *own* nukes into bombers, and getting ready for WWIII. Gosh. At the time, America had an intelligent officer, Lt. Gen. Perroots, who was able to think about how things looked from the Soviet side. He advised his commander Gen. Minter to dial it down, instead of dialing it up, the normal response. And so, WWIII didn't happen--that time.
- [A U.S. nuclear missile base in Okinawa, Japan, received a coded order to launch all Mace B nuclear cruise missiles against Russia and “another country” [China]. The U.S. codes all checked out. A U.S. U-2 spy plane had just been shot down over Cuba. It seemed for real. But at the time, America had an intelligent launch officer, who did not follow orders like a robot but thought things out. Something didn't smell right. Rather than follow his orders and launch the cruise missiles, he ordered his crew to stand down, until he could get double confirmation. It's claimed that it eventually turned out to have been another training exercise, one that used the real codes by mistake. The nukes were not fired, and so WWIII didn't happen—that time.]
- and the list goes on.

p. 171, from the 1955 “Acceptable Military Risks from Accidental Detonation of Atomic Weapons”, the Army decided that, since hurricanes wipe out cities every year or so, it was OK to have a level of safety such that an *atomic* bomb should only go off by accident about once every 125 years. And a high-power nuclear *hydrogen* bomb should only go off by accident about “once every 100,000 years” [we'll come back to that number]. It's impossible to *never* have an accident **as long as you have nuclear weapons**, and the Army decided that, hey, the population should be able to live with that.

What would happen if America suddenly saw an atomic explosion? Would Washington say, “Oops, must have been our fault, an American made a mistake”? Or would we want “revenge”?

Flow: The Psychology of Optimal Experience, Dr. Mihaly Csikszentmihalyi

This explores the phenomenon of **enjoyment**. After mastering a skill, when a person performs operations that are not too hard, but not too easy, people drop into an altered state of consciousness.

- Time drops away
- Identity drops away, as you become “one with the work”.
- The result is a Zen-like meditative trance, but where action is constantly happening.
- This is easily recognized in chess players; race car drivers; surgeons; computer game players.

Important to understand the details, for quality of life, especially if we move beyond work.

The Satir Model: Family Therapy and Beyond, V. Satir

Virginia Satir was one of the world's best clinical psychologists, specializing in social systems, particularly the family. Her Parts theory detailed how to resolve intra-personal and inter-personal conflicts. Her work is invaluable, especially in a time when many families are crumbling.

The Game of Life, Dr. Timothy Leary

This is a difficult book to read. Dr. Leary was a shaman who expanded his mind with LSD, and it never really fit in after it came back. He was also a polymath, and so comes at explanations from five different directions at once.

In this book, Leary describes 24 different submind packages, or “circuits”, that drive humanity. He associates each of these with a Tarot card image, in order to symbolically explain the concepts. The first 12 are presently useful, and include such things as the primitive food-finding child brain, the attacking shark brain, the crawling body frog brain (Boston Dynamics), the scheming chipmunk collecting brain, the gang-banger emperor brain, the teenager hero brain, etc. The second 12 are more far-sighted.

Leary acts as a futurist prophet in 1979. He predicts the hedonistic gaming revolution; reality creation by computers (e.g., fantasy games, Second Life) and the resulting effects on mental processes and society; people moving to space; RNA modification; the bioengineering revolution; custom body modification based on robotics, computers, and genetics; and the transcendence of the species. Unfortunately, these are obscured by heavy mysticism, and so require much work for interpretation. His main contributions are the first 12 circuits, which were used as a foundation to build on by Wilson.

The Society of Mind, Dr. Marvin Minsky (MIT A.I.)

- People are composed of a society, or committee, of different sub-minds.
- An A.I. grandmaster looks at the subject, and breaks it down in easy detail, as of 1985.

Thinking, Fast and Slow, *D. Kahneman (Princeton, Nobel)*

- People have at least two sub-minds: a fast, emotional mind that responds quickly, but does not see the big picture; and a slow, thinking mind that ponders, plans, and examines ramifications.
- The emotional mind shuts down the thinking mind when it takes control.
- Cavemen should not ponder, when a tiger is jumping out to eat them.
- Citizens shouldn't react emotionally and reflexively, when thinking about whether to start a war.
- Jumping to conclusions is OK and efficient, if (a) it saves time, (b) it's *often* correct, and (c) **the costs are low if you're wrong**. Jumping to conclusions can be **risky or fatal** if the situation is unfamiliar, or if **the costs are high if you're wrong**. This knowledge should drive how to think.

What do you care what other people think?, *Feynman*

Nobel Prize-winning physicist Richard Feynman has the gift of **wonder**, and the gift of being able to make complex things simple for ordinary people to understand.

He was asked to investigate the Challenger Shuttle explosion. And he uncovered the fault: Managers overriding engineers to push through and get things done, resulting in the Shuttle being launched in cold weather even when it wasn't approved, resulting in lack of flexibility in a key rubber O-ring, resulting in the explosion.

But the **most important** part of this book is pages 177-188. Feynman asks the team of engineers who built the rocket, and their manager, what the chances of a rocket blowing up are. The engineers all answer "For every 300 rockets that get launched, one of them is going to blow up". The numbers vary a little bit, but they're all around 100 to 400. But the manager, and the other managers at NASA, all said "The rocket is basically *never* going to blow up. Maybe for every 100,000 rockets that get launched, one of them will blow up."

Because the mid-level managers ignore or don't understand what the engineers are saying.

This is systemic.

In the case of the Iron Dome, or America's ABMs, the public is told that "basically all" incoming missiles will be shot down. But recent results, and *actual* test results, show that this number is way off.

In the case of America's 5,550 nuclear warheads, the public is told that "basically all" of these are safe, and that we "basically never" have an accident that could detonate a nuclear warhead on homeland soil. But we've already had 32 known "Broken Arrow" nuclear weapons accidents, and these are the ones they've admitted.

When mid-level managers run the show, reality bites you in the back more often than you've been told.

How to Win Friends and Influence People, *Dale Carnegie*

Use theory of mind to think about what other people are thinking and feeling. Provide value to others. Do well by doing good.

Rogue State: A Guide to the World's Only Superpower Killing Hope: US Interventions since WWII, *W. Blum* America's Deadliest Export: Democracy, *W. Blum*

“This book could be entitled: Serial chain-saw baby killers, and the women who love them. The women don't really believe that their beloved would do such a thing, even if they're shown a severed limb or a headless torso. Or, if they believe it, they know down to their bone marrow that lover-boy really had the best of intentions; it must have been some kind of unfortunate accident, a well-meaning blunder; in fact, even more likely, it was an act of humanitarianism.

“Between 1945 and 2005 the United States has attempted to overthrow more than 50 foreign governments, and to crush more than 30 populist-nationalist movements struggling against intolerable regimes. In the process, the United States has caused the end of life for several million people, and condemned many millions more to a life of agony and despair.”

A useful and encyclopedic series of books, covering details of American interventions over decades.

Peace starts at home.

The Torture Report: A Graphic Adaptation, *Jacobson & C.*

A book comic version of Sen. Feinstein's torture report. Reasonably useful and readable version of a Congressional study that doesn't seem to have made much difference.

The book only devotes one page to the case of German citizen Khaled El-Masri. El-Masri was the result of a mistaken identification. He was kidnapped, stripped, hooded, beaten, shackled, sodomized, tortured, and held incommunicado in a concrete cell in winter. When the CIA found that they had the wrong person, it took them two months of red tape to release him. The U.S. government followed up by leaning on Germany and Spain not to prosecute the CIA agents, and plotting to assassinate Julian Assange of Wikileaks, in part for exposing these actions. El-Masri was supposed to testify remotely in Assange's extradition trial in England, but for some reason the British computers were not working that day. El-Masri's story is an interesting one to research. Oh, those wacky CIA agents!

Operation AJAX, *Burwen and Seve*

Another, even better book comic, written by professional comic-book crafters. This carefully-researched historical drama tells the story of our CIA's very first overthrow of a democratic government, the elected Prime Minister of Iran-- by controlling the news and the narrative, hiring two

sets of street gangs to pretend to be protesters and fight each other downtown, and escalating false-flag bombings and violence. The results turned into such an unanticipated success that this template has been used repeatedly to this day (for instance, Ukraine). The CIA has gained unusual power in America, and the mandate to overthrow other countries when American directors feel like it. And the government of Iran was replaced with a brutal dictator, the Shah, who was sympathetic to America and England and crushed his people, thereby eventually resulting in the state of affairs we have today.

In Search of Enemies, *J. Stockwell, fmr Chief CIA Angola*

An interesting tell-all from inside the Company, from one who finally got too disgusted to keep quiet. The sections on drug running are particularly interesting. 1978, so it's not going to hurt anyone.

The Illuminated Rumi, *Coleman Barks, Michael Green*

Rumi was perhaps the world's greatest mystic poet. This beautiful edition superimposes wonderful impressionistic photo art with the poems, making it a treat for the eyes and the soul. It's important to remember where we all came from, and where we're going. Read this for food for the soul.

The Beatles: Yellow Submarine movie

All you need is Love. Love is all you need.

Illusions: The Adventures of a Reluctant Messiah, *Bach*

After *Jonathan Livingston Seagull*, Richard Bach wrote his real masterpiece. The world is an illusion, it's what we create of it. It's up to us to improve our own souls. We act as co-creators with God. It's all a movie, or a video game, being made up halfway by us, to entertain or scare us. So we bear much responsibility for how our own lives turn out. One of the most important books ever written.

Condensed:

The Power of TED (The Empowerment Dynamic) *David Emerald*

Seeing Systems, *Barry Oshry*

Why Marriages Succeed or Fail, *John Gottman*

The Seven Principles for Making Marriage Work, *Gottman*

Getting to YES: Negotiating Agreement Without Giving In, *Fisher, Ury, and Patton*

Getting Together: Building Relationships, *Fisher + Brown*

Language in Thought and Action, *Sen. Hayakawa*

Inside Out, film by Pixar

Prometheus Rising, *Robert Anton Wilson*

Chapter 1: The Thinker and The Prover

Ch. 2: Hardware & Software: The Brain and Its Programs

Chs. 3-8: various brain circuits (sub-minds)

Ch. 16: The SNAFU principle

I'm OK—You're OK, *Dr. Thomas Harris, MD*

Learned Optimism, *Dr. Marty Seligman, fmr Pres. APA*

Type Talk (*Myers-Briggs*), *Kroeger and Thuesen*

Living, Loving, & Learning, *Dr. Leo Buscaglia*

Forgive for Good, *Dr. Fred Luskin (Stanford Forgiveness)*

The Dictator's Handbook: Why Bad Behavior is Almost Always Good Politics, *Bueno_de_Mesquita*

Emotional Vampires, *Dr. Albert Bernstein*

Dinosaur Brains, *Dr. Albert Bernstein*

Neanderthals At Work, *Dr. Albert Bernstein*

Games People Play, *Eric Berne, MD*

What do you say after you say hello? *Eric Berne, MD*

Winning the Story Wars, *Jonah Sachs*

The One-Minute Sales Person, *Spencer Johnson, MD*

The GOAL, *E. Goldratt*

One Bomb Away, *M. Doerken*

Command & Control: Nuclear Weapons, The Damascus Accident, and the Illusion of Safety, *Schlosser*

Flow: The Psychology of Optimal Experience, *Dr. Mihaly Csikszentmihalyi*

The Satir Model: Family Therapy and Beyond, *V. Satir et al*

The Game of Life, *Dr. Timothy Leary*

The Society of Mind, *Dr. Marvin Minsky (MIT A.I.)*

Thinking, Fast and Slow, *D. Kahneman (Princeton, Nobel Prize)*

What do you care what other people think?, *Feynman (Nobel Prize)*

How to Win Friends and Influence People, *Dale Carnegie*

Rogue State: A Guide to the World's Only Superpower, *W. Blum*

Killing Hope: US Interventions since WWII, *W. Blum*

America's Deadliest Export: Democracy, *W. Blum*

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