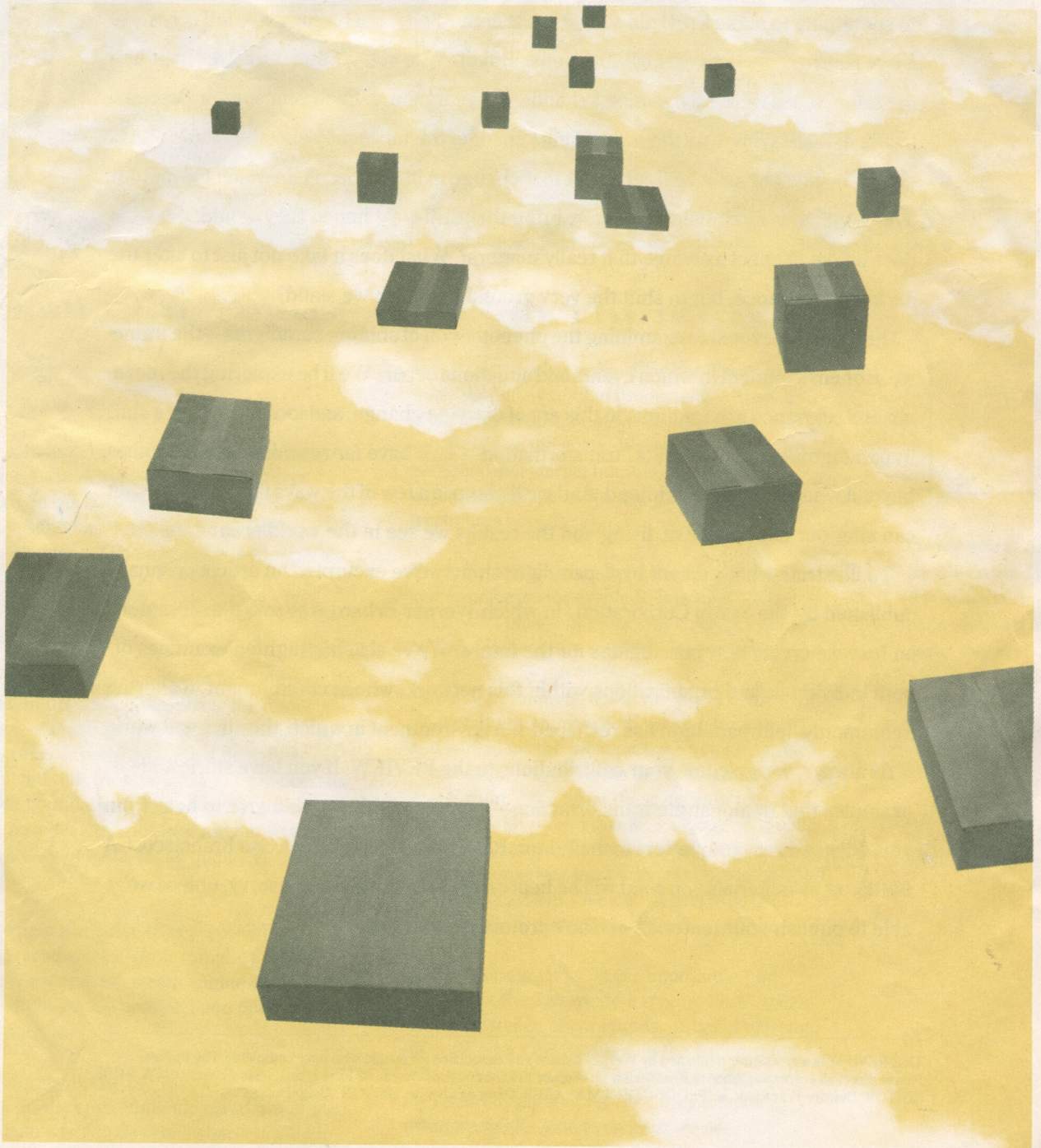


THE REVIEW

Werner
Erhard
& Associates

JANUARY 1990



A Crash Course in
Paradigm Thinking

Update on:

- Africa
- Holidays
- School Attendance
- Youth at Risk

. EDITORIAL NOTE .

With the holidays behind us and a new year—a new decade—stretching ahead, we can no longer put off facing all the thorny or perplexing or tedious situations that our resolutions are intended to address.

This is the year to get into shape... really. Or to build a financial future. This is finally the time to get that degree—write that book—have a long, heart-to-heart with a parent—do something to make a real difference in the community. Each year we're full of resolve as we face new challenges, new situations. But often as not, we find ourselves handling the same issues we were planning to handle the year before. Each year somehow seems to affirm that saying that the more things change, the more they stay the same.

By now most of us have figured out that change in itself doesn't do much to "fix" our lives—that new circumstances rarely bring the thrill we'd hoped they would. So what does it take to effect a change that really matters? What does it take not just to alter the surface appearance, but to shift the very ground on which we stand?

This issue is devoted to examining the phenomenon of shifting paradigms—the framework or environment in which events and situations occur. We'll be exploring the meaning and relevance of paradigms in this era of dizzying change, and looking at how a shift in paradigms—what we call a "transformation"—can have far-reaching consequences beyond what we foresee or intend. And we'll glimpse a few of the ways in which this shift can alter our experience of living and the results we see in the world around us.

To illustrate what's meant by a paradigm shift, we've excerpted an article originally published by the Xerox Corporation, in which Werner Erhard was asked to comment on how we create new possibilities for the future. We've also highlighted examples of both individuals and organizations within this network, whose commitment to altering a commonly held paradigm has reshaped the environment in which they live and work.

As always, we welcome your contributions to the REVIEW. If you have stories, ideas, examples that demonstrate transformation—paradigm shifts—we'd love to hear from you. Please direct your letters to the Editor, REVIEW, 62 First Street, San Francisco, CA 94105. (Any materials you send will be kept on file in this office—but sorry, unless we're able to publish your material, we can't promise you a reply.)

BOX

Breaking Out of The

A Crash Course in Paradigm Thinking

Paradigm Thinking 101:

Water to a Fish

The word paradigm comes from the Greek root, "paradeigma," which means "model or pattern." Adam Smith, in his book, *Powers of the Mind*, defines a paradigm as "a shared set of assumptions." Smith writes, "The paradigm is the way we perceive the world; water to the fish. The paradigm explains the world to us and helps us to predict its behavior."

Paradigms are found in all areas of life. Futurist Joel Barker, in his book, *Discovering the Future: The Business of Paradigms*, defines a paradigm as "any set of rules or regulations that describes boundaries and tells us what to do to be successful within those boundaries." According to this broad definition, zero defects, rock and roll music and Einstein's theory of relativity all qualify as paradigms.

A new paradigm gives rise to new possibilities. Technological advances—for example, fire, the wheel, the telescope, the steam engine, the airplane and the atomic bomb—often open the way to new paradigms.

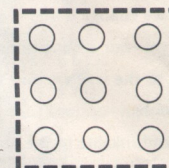
Social paradigms dictate our behavior and collective values. In the environmental paradigm of the 1950s, the rule was "throw it anywhere, it will go

away," and smokestacks billowing black smoke were a proud symbol of productivity. Medical paradigms determine how we think about our bodies. Over the years, Western medicine has identified evil spirits, humors, germs and viruses as causes of disease, and has designed treatments accordingly.

While we are in a paradigm, we take its rules and boundaries for granted. It is what we call "reality." Like eyeglasses with colored lenses, our paradigm colors whatever we perceive.

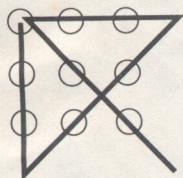
"Most of our notions about the world come from a set of assumptions which we take for granted, and which, for the most part, we don't examine or question," says Werner Erhard, author of *The Forum*. "We bring these assumptions to the table with us as a given. They are so much a part of who we are that it is difficult for us to separate ourselves from them enough to be able to talk about them. We do not think these assumptions, we think from them."

Expressions such as "that's impossible," or "that's not the way we do it around here" speak to the existence of paradigms, or belief systems, that are operating, unseen, in the background. Like water to the fish, they are not recognized by us as our paradigms. Yet, they influence what we think—and even what we see.



Can you cross all nine dots in the above drawing with only four straight lines, without lifting your pencil from the paper? Give yourself a few minutes to try to solve this puzzle before going on to read the answer.

Paradigm Thinking 201: I'll See It When I Believe It



The puzzle is impossible to solve if you assume, like most people do the first time they see it, that there is an imaginary frame around the nine dots.

This assumed border serves as a boundary, or a limit to thinking. But this imagined constraint is in the mind of the problem-solver, not in the definition of the problem.

Solving the puzzle requires us to change the paradigm, the frame of reference with which we view the problem. When we change our paradigm—our assumptions about, or the way we look at the problem—options that were unthinkable in the old paradigm suddenly emerge. The drawing above illustrates one of many solutions that become possible when we break through the assumed boundary.

The puzzle points to an important concept for success in the 1990s: We need to break out of our paradigms of thinking if we are going to solve the problems facing us.

The ability to master paradigms is a critically important skill for dealing effectively with an accelerating pace of change. A recognition of their existence is the first step toward mastering them.

Once we recognize that our paradigms are an invisible structure through which we think, the next step is to understand the degree to which they determine what we see and experience. Their influence is far more powerful and pervasive than we may realize.

Thomas Kuhn, who in 1962 wrote a seminal book on scientific paradigms called *The Structure of Scientific Revolutions*, points to an experiment that illustrates the paradigm effect. In the experiment, originally reported in 1949, people were briefly shown a deck of playing cards in which some cards had red spades instead of black. The subjects literally saw the red spades as black, because that's what they expected. Once the anomaly was pointed out, the subjects had no trouble spotting the red spades.

The experiment and others like it led Kuhn to the conviction that our paradigms act as filters on reality. We never see the world directly; we always see it through these paradigm filters. We never see the world in its entirety; we see only pieces. And our mental frameworks naturally bias us toward only seeing that part of the world that supports our paradigms.

Paradigms act as filters on reality even in the "objective" activities of science. Kuhn found that when confronted with information that was anomalous to their paradigms, scientists either distorted the information until it fit their rules, or they just didn't see it at all.

Paradigms Change the World

If our paradigms determine what we see, it follows that when a paradigm changes, what is seen and believed changes accordingly.

"When paradigms change, the world itself changes with them," Kuhn writes. "Led by a new paradigm, scientists adopt new instruments and look in new places. Even more important, during revolutions [paradigm shifts] scientists see new and different things when looking with familiar instruments in places they have looked before. It is as if the professional community had been suddenly transported to another planet where familiar objects are seen in a different light and are joined by unfamiliar ones as well."

This calls into question the notion of a fixed, objective universe. Just as an object appears differently in an infrared, ordinary-light or X-ray photograph, how reality appears to us has less to do with what is actually there than with how we are looking at it.

"Our paradigms determine the way the world 'shows up' for us," says Erhard, "and that allows for only certain possibilities. Our paradigms determine our worldview, the way we perceive things, what we

perceive, what we can see as possible, what we can't see as possible and what we can't see at all. Ultimately, they limit our strategies and our actions."

Paradigm Thinking 301: How Paradigms Operate in Business

Adam Smith pointed out that, "When we are in the middle of a paradigm it is hard to imagine any other paradigm." This would not be a problem for businesses if they stayed in a single paradigm indefinitely. But given the accelerating pace of change, the life expectancy of paradigms is getting shorter and shorter.

From the perspective of the current paradigm, the "obvious" future is always one that is consistent with the present and that carries forward current rules and trends. But when a paradigm shifts, the obvious and the predictable are not what occurs.

"In 1968, if you had been asked to predict what the world leader in watch manufacturing would be, you would have said the Swiss, because they had dominated the watch market for so many years," says Barker.

Instead, there was a paradigm shift—from mechanical watches to electronic watches. The Japanese, by recognizing and acting on the new paradigm, captured the lion's share of the market. The Swiss, by clinging to the old paradigm, steadily lost market share until they hit a low of below 10 percent during the 1980s. Ironically, it was the Swiss who had invented the quartz watch in the first place.

This classic case serves as a textbook example of paradigm blindness. The mistakes the Swiss made because of their lack of awareness of paradigms can teach us to avoid similar pitfalls.

Back to Zero

One principle this example illustrates is that, when the paradigm shifts, all the rules change. This is called the "going back to zero" rule. In the new paradigm for watches, there were no gears, no bearings and no mainspring. The technology and expertise the Swiss had for building watches in the old paradigm did not carry over to the new one.

While a company may carry some of its leverage over from the old paradigm, there is no guarantee that it will be successful in the new game. That's why when a paradigm shifts, you see substantial anxiety. That's why there is so much resistance to this kind of change.

Had the Swiss known they were dealing with a paradigm shift, this recognition might have helped them overcome the universal tendency to resist change. But by looking at the history of their

success, they concluded that they didn't need to change. By staying with the old paradigm, they found themselves in the tragic condition of having to release more than 75 percent of their watch workers.

Three Phases

Another principle of paradigms is that they have three phases. These could be described as follows:

In the first phase, the rules are developed, expanded and refined. During this phase, we have only moderate success in solving problems with our new paradigm because we are still working out the new rules.

The second phase is the successful and productive time of a new paradigm, during which there is explosive problem-solving. The paradigm enables us to solve problems rapidly and efficiently.

Eventually, the paradigm begins to run out of steam. In the third phase, the rate of problem-solving slows down. Ironically, this may be the most profitable phase of the paradigm—a fact that can blind short-term thinkers to the need for change. A build-up of the number of problems that cannot be solved, however, is a good indication that it is time for a paradigm shift.

Erhard calls the phase three phenomenon the “law of diminishing returns.”

“Once you've established a paradigm, each move you make begins to use up that paradigm,” he says. “We try to do more of what we've done, do it better or do some new variation on the same theme, and we wonder why what was so great suddenly isn't giving us the juice it once gave us. It's because the paradigm has begun to be used up and we're experiencing the law of diminishing returns.”

The Swiss, faced with the electronic watch, did not say, “The paradigm has shifted. The old way of doing things is no longer going to work.” Instead, they tried to do “more and better” of what they had done before. By 1972, they could build mechanical watches that were accurate to a 60th of a second instead of a 30th. But measured against watches that were accurate to a 30,000th of a second, their quality improvements didn't provide a competitive advantage.

“A new idea is first condemned as ridiculous and then dismissed as trivial, until finally, it becomes what everybody knows.”

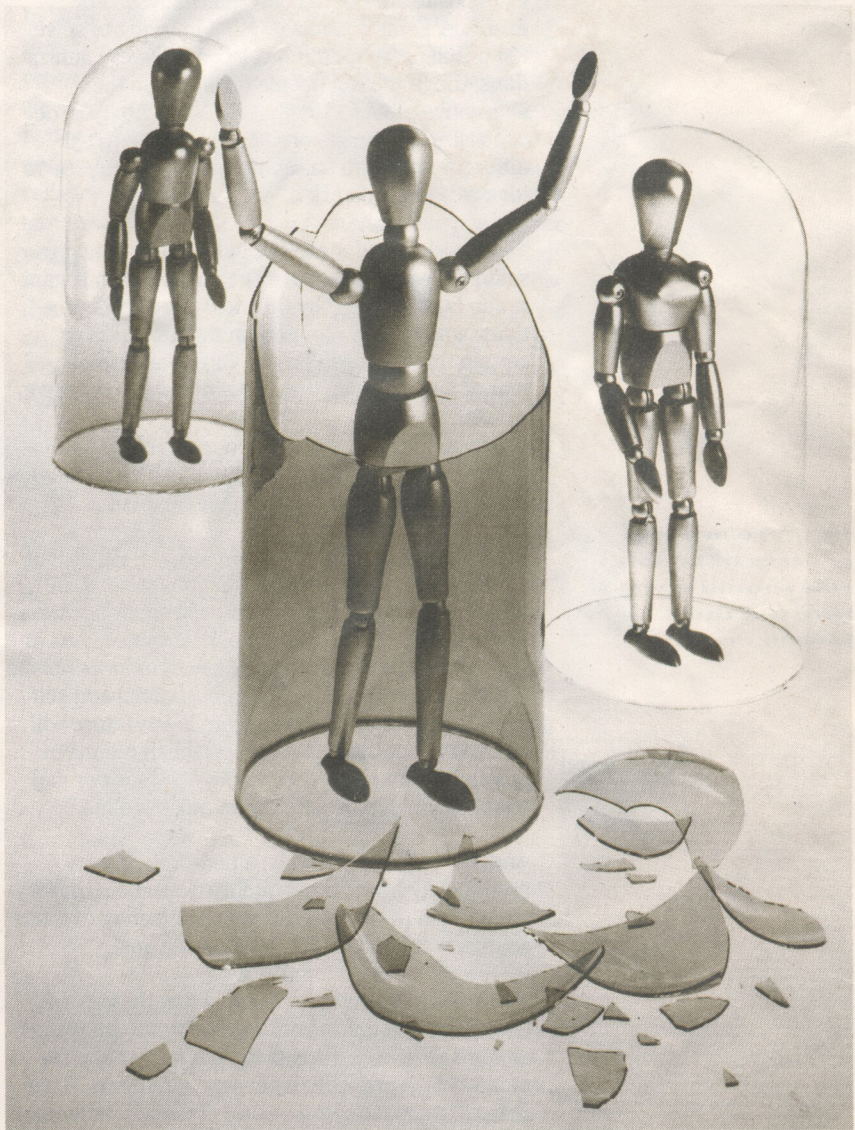
William James

“In the wrong paradigm, even the right actions don't work,” says Erhard. “More effort does not produce a commensurate increase in results. No matter how smart you are or how successful you have been in the past, you can't develop powerful strategies and effective plans when you are working in the wrong paradigm. When people begin to understand the nature and effect of paradigms on thinking and action, they can see why organizations are so often unable to duplicate the success of others or even to sustain the momentum of their own success.”

Once the third phase begins, it becomes increasingly obvious that we need to change our paradigm. But an organization that waits until the next paradigm hits it over the head is not going to maintain dynamic success. The trick is to anticipate and begin to plan for the new paradigm during the successful phase of the old paradigm.

“The real act of discovery consists not in finding new lands but in seeing with new eyes.”

Marcel Proust



Paradigm Thinking Post-Graduate Course: Inventing the Future

What great executives will do in the 1990s, says Erhard, is to create different paradigms that are appropriate to the commitments in various parts of the organization.

"They will be able to shape organization-wide paradigms that are appropriate to the moving sands, changing markets, changing competition and introduction of new technologies," he says. "As fast on its feet as an organization is today in changing its focus, that's how fast it will have to be to be able to change the paradigms in which those focuses are developed."

Erhard says that instead of waiting for a new paradigm to become apparent, we can create and invent futures that "were not going to happen anyway."

"The most interesting part of management is the part that's committed to what wasn't predictable, to what wasn't going to happen," says Erhard. "That's what people get paid a lot of money for."

The Metaphysics of Paradigms

The secret of paradigms is that, with them, we construct our own reality. As Thomas Kuhn said in 1962: "When paradigms change, the world itself changes with them."

It's a revolutionary thought, and it is the most important thing to know about paradigms.

How reality occurs—or "shows up"—for people is not determined by what's there to be seen, but by how we are seeing it.

"We know very little about the real rules of the world, what can and cannot be done and what is and is not possible," says Barker. "But we can choose to see the world in new ways."

In so doing, we will—literally—change the world that is there for us to see.

—Debra Feinstein

Excerpted from *Benchmark*, A Quarterly Magazine for Xerox Customers, Fall 1989

Erhard goes a step further, claiming that the ability to figure out what the coming paradigm is and the flexibility to easily change are not going to be enough to ensure success in the 1990s.

Paradigm Thinking 401: Mastering the Possibilities

The successful executive of the 1990s, say Erhard, instead of merely adapting to new paradigms, is actually going to create them. Rather than taking something already in existence and putting a conceptual "fence" around it or generating new products and organizational structures from old paradigms, excellent companies will create new paradigms, which will give rise to "whole new domains of possibilities."

That will lead to a situation in which something and its opposite are not the only alternatives. For example, Erhard points out that in trying to solve the problems of hierarchical, centralized organizations, the first thing people do is turn to the alternative provided by that model—flattened, decentralized organizations. He suggests that a different paradigm for an organization might be to look at it as a network of conversations.

"The work gets done in the openings these conversations create," he says. "The culture of an organization is constituted by this network of conversations, which allows for certain things, pulls for certain things, doesn't allow for certain things and makes it very difficult for certain things to emerge."

Erhard points out that this model does not fit into the prevailing current paradigm in which success is seen as a product of establishing clear-cut goals.

"Rather than imposing goals on organizations and managing to narrow people's actions toward the achievement of those goals, the excellent business leaders of the 1990s will establish organizations in which there will be a lot more freedom for people to actually be proactive and entrepreneurial and self-generating. Excellent managers in the future will be clear about their power to establish realms of possibility and about their ability to empower and enable people to be effective in those realms."

And, he adds, there will be a higher degree of productivity from team-building project commitments than from conformity or elimination of those actions that don't lead straight to the goal.

"What hasn't been recognized is that there is an enormous amount of new possibility, an enormous amount of room for creativity, innovation and for new levels of productivity in new paradigms," says Erhard. "Great executives are those who can create new possibilities for people to work into and to fill up with accomplishments."

**"The significant problems we have cannot be solved at the same level of thinking with which we created them."
Albert Einstein**

**"If there are two courses of action you should always take the third."
Jewish Proverb**



A F R I C A

Building A Partnership For The Future

For most of us, Africa remains the “dark continent”—a place where inadequate food, environmental degradation and staggering debt loads combine to frustrate the hope of success. Yet, in one country after another, the people of Africa have committed themselves to ending the poverty and the practices that keep hunger in place. And to fulfill that commitment, a bold new leadership has begun to emerge across the continent.

While the news media focuses on Africa’s problems, Africans have taken on impossible tasks. At every level of society, women and men are demonstrating extraordinary courage and leadership—courage in taking responsibility for Africa’s future, and in mobilizing to meet the challenges yet to come.

In 1984, The Hunger Project launched an effort to alter the paradigm in which we view the African continent. The aim was to highlight Africa not only as a continent of crises and difficulties, but also as a continent of vast possibility and promise.

Recognizing the courageous leaders emerging in Africa, and building a climate of international support for their accomplishments, were key to this effort. To forward these ends, The Hunger Project launched *The Africa Prize for Leadership for the Sustainable End of Hunger* in 1987. The award focuses worldwide attention on Africa’s extraordinary leaders, and creates an environment of support for their efforts to end hunger among Africans, who make up a quarter of the world’s population.

In 1989, *The Africa Prize for Leadership* was awarded to President Quett K.J. Masire of Botswana, whose policies ensured that none of his citizens starved during six years of devastating drought; and to Dr. Bernard Ledea Ouedraogo, founder and leader of the largest and most successful grassroots movement for self-reliance on the African continent. The award was announced on August 3 at a satellite press conference originating simultaneously from New York, Washington, D.C. and Dakar Senegal, and attended by more than 5800 people gathered in more than 100 cities around the world. Charlayne Hunter-Gault of the MacNeil/Lehrer Newshour introduced the event from U.N. Headquarters in New York, joined by Bradford Morse, chairman of the international jury for the prize. Other speakers included President Abdou Diouf of Senegal and the Reverend Jesse Jackson.

In subsequent comments to volunteers and staff of The Hunger Project, Dr. Ouedraogo shared the difference the prize will make in his own work:

The very presence of this award has a weight that cannot be measured...for millions of farmers—women, men and children—who did not know that people were thinking of them. Now they know ... We are all going to fight together, and together we will achieve our aims of ending hunger.”

NETWORK NEWS

REVIEW READERS NOW SAVE TREES!

Social responsibility is more than sincerity and a good feeling — it's good business, good ethics, and makes a difference for all concerned. In partnership with the staff of the Werner Erhard Foundation, we've been actively reviewing company practices that have an impact on environmental issues.

We're proud to announce that for the first time, your REVIEW is being printed on recycled paper. A simple action— but one that, in this issue alone, will save 204 trees, 84,000 gallons of water, and 50,400 kilowatt hours of electricity— enough to heat (or cool) 6 1/3 homes for a year. In addition, this fairly small run of 400,000 will reduce solid waste by 36 cubic yards and air pollution by 390 pounds— saving taxpayer dollars for more productive uses.

We invite you to join us in looking for ways to make a difference in conserving our planet.

A NEW POSSIBILITY FOR THE HOLIDAY SEASON

The following letter, sent to The Holiday Project by a mom living in Southern California, captures the delights of childhood—the spirit of renewal and possibility that Christmas and Chanukkah are really about. We wanted to share it with you, along with our wishes for a wonderful Holiday and a spectacular new year.

Recently, my two children took part in a concert that their choral group presented in a local nursing home. After the concert, the teacher unexpectedly asked the youngsters to mingle with the old folks and spend some time talking with them.

Suddenly, “stage fright” set in. Youngsters who, moments before had been thrilled to show off, were silently bunching together for comfort. The group seemed paralyzed with anxiety—looking to parents for a clue on what to do next.

My son was the first to break the tension. He looked around, then walked right up to a sleepy looking man hunched over in his wheelchair, saying “Hi. My name is Nate. I'm six years old. How old are you?” Following on his heels, his sister made her way to a woman in a bright red dress. Without a word—but delivering her sweetest smile—she stood on her tiptoes and gave the woman a kiss.

As they progressed to the next person and then the next, the other youngsters joined in—soon followed by a few grown-ups. People began to sit down and engage in real conversations. I found myself walking up to an old woman, one who seemed totally unaware of what was happening. Her head was drooped, her chin touching her chest, and I was certain she hadn't seen or heard a bit of the performance. Nonetheless, I leaned down and whispered a greeting and then, crouched on one knee, held a one-sided conversation. I spoke of how cute the kids were, the change in the weather, my opinions about the concert. Finally, as I reached over and placed my hand on hers to say goodbye, her head moved a tiny bit. I hesitated for a moment, just in time to hear her whisper, “Thank you. God bless you.”

That moment made me realize again what it means to allow someone to contribute to me. In that moment, I understood what our Holiday Project visits for the past few years have all been about.



For the past 17 years, thousands of families across the U.S. have taken their children on Christmas and Chanukkah visits to residents of local hospitals and nursing homes.

To join them—or to contribute time or money in other ways—please contact your local chapter of The Holiday Project or write:

*The Holiday Project
P.O. Box 6829, Dept. W
FDR Station, New York, NY 10150-1906*

DROPOUT RATES . . . FALLING TEST SCORES . . . ILLITERACY . . .

Ten Schools Commit Themselves to Reverse the Trend

For the past six years, the Education Network—a collaboration of teachers, parents, business leaders, administrators, and others concerned with the quality of our schools—has struggled to identify those conversations that hold our problems in place, and to explore those that will generate and sustain a lasting, far-reaching change in the educational system. This fall, the Education Network has launched a nationwide campaign, The School Attendance Program, designed to impact one measurable indicator of educational quality and students' satisfaction in primary and secondary schools.

Ten schools are now being selected for a pilot project to discover what works, what doesn't work, and how successes can be replicated to produce a long-term impact on our nation's schools. Across the nation, Education Network volunteers have begun to track daily attendance—celebrating successes, and using setbacks to learn where greater attention is required.

The project calls for a partnership among students, parents, teachers and administrators, to replace frustration and cynicism with enthusiasm and a will to rekindle the excitement of learning. Attendance, according to Executive Director Laura Holmes, is an ideal measure of the quality and effectiveness of our educational system. "Attendance is a prime indicator of the students' satisfaction with what goes on in their classrooms—of their confidence that what they're learning is worthwhile. It's also a good indicator of what's being accomplished each day. But more than that, it's an excellent vehicle for uniting a community in a working partnership to develop the leaders, the workers, the citizens, the parents who will set our direction for generations to come."

THE 6-DAY ADVANCED COURSE - NEW PARAMETERS, A NEW FORM

As part of our commitment to serving all the graduates of our programs, it's our pleasure to announce an exciting new opportunity available in The 6-Day Advanced Course.

In the past, the strenuous demands of the Course have prevented those with severe or even mild physical limitations from participating in the Course. Now, for the first time, the Course will be offered in various modified forms that enable participants with such limitations to participate fully, and to gain the full benefits of the Course.

If you are interested in taking part in The 6-Day Advanced Course and must limit your physical activities, you will be asked for that information in writing when you register for the Course. Based on the information you supply, you will be advised to participate in a version of the Course that either modifies or omits the physically strenuous aspects of the Course, according to your physical needs.

For more information or to register in The 6-Day Advanced Course, please contact the 6-Day Offices at the following addresses:

West Coast:
The 6-Day Advanced Course
62 First Street, 4th Floor
San Francisco, CA 94105

East Coast:
The 6-Day Advanced Course
257 Park Avenue South, 3rd Floor
New York, NY 10010

YOUTH AT RISK:

FROM A BACKGROUND CONCERN TO A NATIONAL PRIORITY

When the Breakthrough Foundation began working with Youth at Risk in 1982, they found themselves face-to-face with some deeply troubling realities: drugs, youth gangs, violent crime, unemployment, teenage pregnancy, illiteracy, and more. But most people weren't paying attention, and attacking these issues was not high on our national priority list.

Over the years, we have found that something remarkable is possible with and for our youth.

Now, as President Bush's letter makes clear, this possibility has become part of a growing public conversation, part of the reality in which we live. Today, Youth at Risk is an urgent item on our national agenda. Today, there is a new and powerful grassroots commitment that something must be done. The Breakthrough Foundation is taking action to make this possibility real—action that has been recognized this year at the highest levels:

- Breakthrough leaders were included in several top-level meetings before and during the launching of the War on Drugs—meetings with William Bennett, Director of the Office of National Drug Control Policy, and President George Bush.
- "Youth at Risk" was featured in a video shown to 1000 corporate leaders gathered in New York on June 22 to hear the President announce his Youth Engaged in Service to America (YES) Program.

- On October 13, representatives from a number of Youth at Risk cities were honored in a Day at the White House, where their work was celebrated by senior officials of the Office of National Service.

The work has only begun, yet the commitment to address the needs of our youth has now taken center stage. It is your stand that has made these achievements possible—and has opened the possibilities that now lie ahead. On behalf of the staff, the volunteers, and the participants in the Youth at Risk Program, Executive Director Dan Miller sends thanks, and warm wishes for an outstanding year.

"You've helped turn troubled lives into hopeful ones. And you've done so, not through lectures of scare tactics, but by making these wonderful young people aware of their own worth and promise. Very simply, it's a national blessing, for its successes are America's successes."

—President George Bush





S E M I N A R
P R O G R A M

"The love of wisdom begins in wonder."

Most of our lives are spent in search of answers.

We have a problem, and we want a solution. We have a dilemma, and we want to guarantee the right choice.

We have little patience for uncertainty, for unresolved tension. Instead of asking new questions, we want more information that resolves those we already have, and puts an end to any that might still arise.

But the times when we've been truly creative—imaginative—when we've been boldest, when we've taken the lead—those have been times when we were willing not to know. They were times not of certainty but of wonder; times when the ready answer was insufficient to meet our commitments, when we had to ask new questions, to handle the challenges ahead. They were times when we were willing to risk what we knew for what we might learn. They were times of openness—of inquiry—of excitement at discovering the vast possibilities that life presents.

The Seminar Program brings a new dimension to the practical problems and routine demands that we face in everyday life. In place of mere answers, seminars allow us to renew a spirit of endless wonder—the adventure of exploring new horizons, posing new questions, embracing new challenges, opening new doors. And in so doing, the Seminar Program rekindles the boundless excitement of living, and renews that sense of amazement and delight that lend a sparkle, a vitality to even the most ordinary of events.

Seminars are for those who meet life with energy and vigor, who delight in the wonder that life continually presents. If you're not content with old answers, if you're eager to tackle the adventure of living—the Seminar Program is for you.

Breakdowns

Replacing Upsets with Effectiveness

Breakdowns occur most often as obstacles in our path—unpredicted, unwanted events that thwart our intentions and prevent us from being satisfied and reaching our goals.

In this seminar you will gain a facility and confidence in facing and resolving breakdowns clearly and powerfully, with an ease in moving forward, unencumbered by upsets or incidents from the past. (Ten sessions, 3-1/4 hr; \$80)

Excellence

From Complaint to Possibility

Excellence is not a matter of skill, ability, knowledge or effort, but rather the stand that we are: a reflection of our word in real outcomes, in the world.

In this seminar you will translate concerns, complaints and problems into opportunities, and will design and carry out a plan of action to deliver on your stand. (Ten sessions, 3-1/4 hr; \$80)

Commitment

The Power of Your Word

Commitment is the backbone, strength and drive of achievement—the triumph of possibility over resignation, of creation over mere change, of your word and deed over all the practical reasons why "it can't be done."

In this seminar you will learn the direct impact of giving and keeping your word, and master the kind of speaking and action that delivers on what you intend. (Ten sessions, 3-1/4 hr; \$80)

Accomplishment

From Vision to Action

Accomplishment begins with vision; between its start and its outcome are accountability, leadership, courage and performance—a freedom not merely to see possibilities, but to commit and to act, to make something happen.

In this seminar you will initiate, sustain and complete projects consistent with your vision: with what you say can be done. (Ten sessions, 3-1/4 hr; \$80)

Vitality

Being Alive

Vitality is more than feeling good. It's a vigor, strength and momentum in the face of challenge: a sense of well-being and power in the opportunity of the moment. It's not a product of luck, fitness or even health—but rather a way of being that lies fully within our grasp each day.

In this seminar you will gain access to vitality as the power to convert goals to reality with enthusiasm, velocity and ease. (Ten sessions, 3-1/4 hr; \$80)

Creativity

Living at Risk

The heart of creativity is not genius or intellect but courage. It's the willingness to risk the tried and true, to commit in the face of unpredictable outcomes, to lead when the solution is uncertain and the answers unknown.

In this seminar you will tap that creativity that generates a real freedom of action—an opening to create and explore possibilities that weren't apparent before. (Ten sessions, 3-1/4 hr; \$80)

Leadership

An Opportunity for

Committed and Effective Action

Leaders are ordinary people, willing to risk themselves time and again to bring forth inspired action in others. Leaders leave their mark by initiating a conversation for action—a conversation that creates what is not yet, and so frees and empowers the best in those around them.

In this seminar you will discover and express the leader within yourself, viewing even routine situations as occasions for bold, unreasonable and committed action. (Eight sessions, 2-1/2 hr; \$95)

High Performance

Leadership In Breakthrough

In High Performance, you go beyond what it takes to get the job done. Rather, you restructure your environment to sustain rapid momentum, to generate repeated breakthroughs, to forward your power to deliver consistently on your commitments in life.

In this seminar you will discover your ability to redesign your environment: to build empowering partnerships and to organize surroundings consistent with your word. (Ten sessions, 2-1/2 hr; \$95)

Sex and Intimacy

Predicament or Possibility

Many of us view sex as a function of being intimate, or intimacy as a result of sex. However, our lack of clear distinctions in this area often leaves us disappointed, entangled and powerless to express ourselves freely or to be fully known.

In this seminar you will explore the possibility of sex and intimacy as a means of expressing the privilege of being with and giving yourself to another, and having that gift fully received. (Ten sessions, 2-1/2 hr; \$95)

Money

From Concern to Freedom

Most of the time we relate to money as something separate from ourselves—a "thing" to be managed, lost, spent or saved—but rarely as a conversation that we invented to lend power to our own interactions. By ignoring our authorship of that conversation, we give "money" a particular power to determine our identity, our future, and the possibilities we share.

In this seminar you will examine your relationship to money—and develop and refine those distinctions that lend a facility, confidence and ease to the practical business of daily living. (Ten sessions, 2-1/2 hr; \$95)

Beyond Fitness

A Breakthrough in Well-Being

Being fit, healthy and well lends a dimension of vitality and enjoyment to our lives. But beyond mere fitness and well-being is an extraordinary level of stamina and strength—a way of being in which even ordinary actions are filled with energy, clarity, initiative and ease.

In this seminar, you will shift your focus from merely getting or staying fit to the possibility of living with vitality, momentum and grace—of not merely enjoying your well-being, but using it to make a difference with those around you. (Ten sessions, 2-1/2 hr; \$95)

Saturday Satellite Series IX

The Saturday Satellite Series with Werner Erhard is broadcast live to 26 cities across the United States. Series IX, *Adding the Extra to the Ordinary*, currently focuses on some of the most basic, intimate and urgent elements of our lives—and on what's needed to turn ordinary actions into experiences that shape and inspire the course of a lifetime.

Remaining dates in the series are:

- **January 27**—with guest speakers Sidney Rittenberg and Harry Harding, both renowned writers, consultants and world experts on the economic, political and cultural forces that shape China today.

- **January 27 (PM)**—A Special Introduction to The Forum with Werner Erhard.

- **February 24**—with guest speaker Marva Collins, renowned Chicago educator working with "unteachable" youngsters, leading them to meet and exceed the standards of excellence.

Tickets per session: \$75. All sessions are open to the public. For locations and times near you, call your local Area Center.

SEMINAR SCHEDULE

BOSTON

Augusta
Tues Feb 20 Money

Boston

Fri Jan 5 Creativity
Tues Jan 16 Commitment
Tues Feb 6 Breakdowns
Mon Mar 5 Sex and Intimacy
Wed Mar 7 Excellence
Thur Mar 22 High Performance
Thur Apr 12 Commitment
Fri Apr 20 Money

Cape Cod

Mon Apr 2 Sex and Intimacy

NEW JERSEY

Edison
Wed Jan 3 Accomplishment
Mon Feb 12 Leadership
Tues Feb 13 High Performance
Thur Mar 8 Commitment
Wed Apr 11 Excellence
Mon Apr 23 Accomplishment

North Jersey

Thur Feb 8 Commitment

NEW YORK

Albany
Thur Apr 5 Commitment

Kingston

Wed Mar 21 Commitment

Long Island

Tues Apr 3 Creativity

New Haven

Tues Jan 2 Commitment
Wed Feb 28 Leadership
Thur Apr 5 Excellence

New York

Thur Jan 4 Excellence
Mon Jan 8 High Performance
Tues Jan 9 Excellence
Wed Jan 10 Leadership
Wed Feb 7 Breakdowns
Tues Feb 13 Creativity
Mon Feb 26 Money
Wed Mar 7 Excellence
Mon Mar 19 Excellence
Tues Apr 3 Breakdowns
Fri Apr 6 Accomplishment
Wed Apr 11 Vitality
Mon Apr 26 Commitment

Westchester/Rockland

Tues Jan 2 Commitment

EDUCATIONAL RECOGNITION

Continuing Education Units (CEU's) may be earned for attendance at these seminars. The CEU provides a permanent record of your participation in a non-academic credit educational program.

CEU's are granted for seminars completed after July 1, 1988. A record of CEU's earned may be obtained 60 days after completion of each seminar by sending \$5.00 with your name, address and date of birth to:

Graduate Registry Service
Werner Erhard and Associates
62 First Street
San Francisco, CA 94105

For each qualifying seminar, the numbers of available CEU's is as follows: Breakdowns, Excellence, Commitment, Accomplishment, Vitality, Creativity: 3 units each. High Performance, Sex and Intimacy, Money, Beyond Fitness: 2.5 units each. Leadership: 2 units.

PHILADELPHIA

Philadelphia
Tues Jan 2 Commitment
Mon Jan 29 Vitality
Tues Mar 6 Commitment
Thur Mar 8 Breakdowns
Mon Mar 19 Money
Mon Mar 26 Excellence
Wed Mar 28 Leadership
Thur Apr 5 Creativity
Mon Apr 23 Money

WASHINGTON, D.C.

Baltimore
Tues Jan 9 Money
Tues Apr 24 Sex and Intimacy

Tidewater

Mon Apr 16 Accomplishment

Washington, D.C.

Wed Jan 3 High Performance
Thur Jan 4 Accomplishment
Mon Jan 22 Breakdowns
Thur Mar 1 Excellence
Wed Mar 7 Commitment
Tues Mar 13 Vitality
Mon Apr 2 Creativity
Wed Apr 18 Leadership
Thur Apr 19 Money

A Special Introduction To The Forum With Werner Erhard

Life can only be
understood backwards.
It must be lived forwards.
—Soren Kierkegaard



No matter how well we understand the past, how much we may learn from successes or mistakes, no matter how brilliant or how expert or how savvy we become, each one of us faces the same uncertain odds in taking on the risks of the future. And while the benefit of experience is often useful, the best analysis, the clearest hindsight are insufficient for meeting the risks that lie ahead. The future—which fascinates and intrigues, worries and inspires us—can never be figured out; it must be lived, embraced, explored, invented.

Still, we persist in attempting to prepare for what lies ahead. We read the financial pages, hire consultants, even sneak glimpses at our horoscope in the hope of gaining some sense of security, some plan for learning what actions to take, what people to meet, what choices to make, to gain an “edge” in handling this business of everyday life.

In January and February, Werner Erhard, the author of *The Forum*, will join us live and by satellite, in cities throughout the United States, for a Special Introduction to *The Forum*. This evening is an occasion to explore what’s available when we cease looking backward for the kind of certainty that comes from repeating what has been, and embrace the freedom and power of living life forward—of stepping into a future that breaks through the boundaries of what’s gone before.

We invite you to join us in an extraordinary evening with Werner Erhard, as we step forward into the adventure and the risks — of the coming year, and beyond.

Seattle, January 5	New York, January 16	Los Angeles, January 31
Chicago, January 9	Washington D.C., January 24	Toronto, February 14
Boston, January 12	San Jose, January 27	San Francisco, February 27

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