

SET

Outline

- In speaking of SET: what do we mean?
- What does SET do?
- Examples of what SET does?
Looking at the past ^{see the} contributions from the efforts of these people
- In examining efforts/contributions what can we say about our efforts for now and for the future?
- Grand Message { 3 statements & synthesis
to 1 statement

- Insight: The efforts and contributions by the people above and the grand message surfaced from these efforts/contributions suggest we tend to judge people not only by what they do but also by what they produce.

By way of Expansion

- Such an insight further suggests not only are we interested in what SET does but also what it produces and how this is accomplished.

Expanding even further

- This ^{larger} additional ^{single} statement pushes us to examine what keeps the whole enterprise going and how this such an enterprise affects personally.

& Pulling all this together means
we will specifically address:

- What does SET produce?
- How does SET do this?
- What is the driving mechanism that keeps it alive and ongoing — or put another way — what phenomena sustains or nourishes the whole enterprise?
- ^{Finally} How does this enterprise of SET affect us personally as individuals, as groups, and as societies?

In other words in order to gain a better image of SET we will address the following questions

SET

Outline

- In speaking of SET: What do we mean?
- What does SET do?
- Examples of what SET does!
- Raises Question: In examining contributions; what can we say about our efforts, for now and for the future?
- Grand Message!
- Insight! ^{efforts} The contributions by the people above and the Grand Message surfaced from their efforts, ^{not contributions} suggests that we tend to judge people ~~by~~ not only by what they do but also by what they produce.
- ^{By way of expansion,} Such an insight further suggests not only ^{one} we are interested in what SET ^{does} produces, but just ^{what it} how this is accomplished. ^{By} ^{Expanding} ^{return} ~~By~~ ~~Expanding~~ ~~return~~ ^{By} ^{Expanding} ^{return} further ~~expansion~~ these comments push us to examine what keeps the whole enterprise going and how such an enterprise affects us personally.
- Specially, we will address:
- What does SET produce?
- How does SET do this?
- What is the driving mechanism that keeps it alive and ongoing — or put another way — what phenomena nourishes and sustains the whole enterprise?
- Finally, how does this enterprise of SET affect us personally as individuals, as groups, and as societies?

Natural Consequences

The quest for ^{more} fully comprehended or would, the drive to reshape it for our purposes; and the necessity to change the ways we ~~interact~~ adapt to its changed values. ^{uncertainty} ^{produced} uncertainty and unpredictable change with such a ~~direct~~ world of alterations, ^{initiated}!

Uncertainty and unpredictable change became a direct consequence of the quest ^{itself} and the necessity to change the ways we ~~are~~ ~~confronted~~ ~~to interact with a world we comprehend and reshape must~~ interact with an altered perception of it.

Sand/S

Reaction
 Fendley
 A Smith
 J C Maxwell
 K May
 R Clavien
 L Bellman
 M Fiddell
 A Fendley
 D Baker
 W Hensley
 Schindler
 K Godwin
 A Tack
 D Church
 A Tenny
 G Chabert
 F Bennett

• No single system will evolve - whether it be a logic, a language, a concept, a description, an ideology, ~~and so forth~~ - can coherently and completely reveal the moral-mental-physical world we are part of, true or, and false or not

• Furthermore, we cannot discern the character or nature of such a system within itself -

• Going even further, we cannot ^{even} predict the consequences that flow from whatever systems we happen to develop or evolve,

[Point]

①

? — Question — ?

- What have we looked into so far?

In General we surfaced

- The situations we face
- The actions we undertake to deal with these situations,
- The ideas we come up with as a basis for the actions we undertake,
- The ideals or values we subscribe to, in order to hold a group together so we can give focus and vigor to our ideas and actions.

We also emphasized

- the moral-mental-physical character of the world we live in,

②

In other words

we have

- Situations, actions, ideas, ideals
and
- Physical, mental, moral

③

? — Raises Questions ?

- How do we relate these two perspectives with one another?
- and
- What bearing does ~~these~~ their relationship have on our previous discussion on strategy

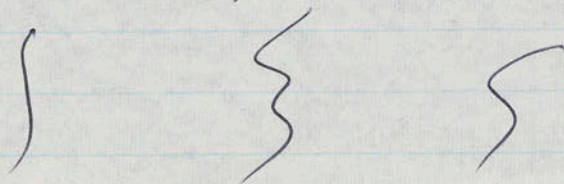
④

Illumination

- Staying within our theme we want our actions to be matched or related to the situations we have to face,
- Likewise our ideas must be related to or matched with the actions we undertake as well as with the situations we encounter.
- Going one more step we can say that our ideas must be in harmony or matched with our ideas, our actions, and the situations we encounter.

⑤

In Graphic Form



Differences

I

Inputs
input
process

End
output
product

Elaboration

- What have we looked into so far?

In general we surfaced:

- Situations we face
- actions we undertake to deal with these situations.
- Ideas we come up with ~~to~~ ^{as} bases for the actions we undertake.
- Ideals ^{values} we subscribe to as bases to hold group together so we can give ~~focus~~ ^{focus} ~~to~~ ^{to} our ideas and actions.

We also ~~under~~ emphasized the moral-mental-physical character of the world we live in.

In other words
we have

- Situation, actions, ideas, ideals,
- physical, ^{and} mental, moral

? - Four Questions?

II

- How do we relate these two ~~books~~
^{per ~~roughly~~ perspectives}
~~of character~~ with one another?
and

- What being does their relatively brief &
or previous discussion on strategy?

Illumination

Physical

- Staying within our theme, we want our actors
to be watched ^{relative} to the situations we ~~encounter~~ face
here & face.
- Likewise our ideas must be revelated to or
watched with the actors and watched as
well as with the situation we encounter.
- Going one more step we can say that
our ideals must be in harmony & watched
to our ideas or actions, and ^{the} situations we
encounter [↑]

In Google Force

• Recognize mismatches that emerge between the unfolding event ~~as~~ ^{as it unfolds} happening and the mental images ~~and~~ ^{and} impressions we have ~~not~~ ^{for} for dealing with that world.

• Build scenarios and apply them in appropriate fashion as basis for reviewing mismatches and dealing with changing demands of such an environment.

- Instinct to flourish and grow -- when meeting the demands of a many-sided, uncertain and everchanging environment.
- Recognize the mismatches that emerge between the events or happenings associated with that world and the present mental image/impression we have for dealing with that world (it).
- Build ~~new~~ new images/impressions via analytic breakdown and synthetic build-up as basis for removing mismatches and dealing with ~~with~~ with uncertainty and unpredictable change associated with that world.

$$S = 1 + \left[\frac{1}{2} \right] + \left[\frac{1}{3} + \frac{1}{4} \right] + \left[\frac{1}{5} + \frac{1}{6} + 000 + \frac{1}{8} \right] + \left[\frac{1}{9} + \frac{1}{10} + 000 + \frac{1}{16} \right] + \left[\frac{1}{17} + \frac{1}{18} + 000 + \frac{1}{32} \right] + 000 + \left[\frac{1}{2^{2^k+1}} + \frac{1}{2^{2^k+2}} + 000 + \frac{1}{2^{2^k+2^{k+1}}} \right]$$

$$\lim_{n \rightarrow \infty} \left[\frac{1}{2^{2^k+1}} + \frac{1}{2^{2^k+2}} + 000 + \frac{1}{2^{2^k+2^{k+1}}} \right] \quad 2^{2^k+2^{k+1}} = 2^{2^k} (1+1)$$

$$= n=1 \text{ as before} \quad = 1 \leftarrow f = \lim_{n \rightarrow \infty} \left[1 + \frac{1}{n} \right]^n = 2^{2^k+2^{k+1}} = 2^{2^k} (1+1)^{2^k} = 2^{2^k} 2^{2^k} = 2^{2^{k+1}}$$

$$\frac{1}{2} + \frac{1}{3} \neq 1 - \frac{1}{2} + \frac{1}{3}$$

$$\frac{1}{5} + \frac{1}{6} \neq 1 - \frac{1}{2} + \frac{1}{3} - \frac{1}{4} = \left[1 - \frac{1}{2} \right]$$

$$\frac{2}{3} = 1 - \frac{1}{2} = \frac{1}{2}$$

$$S_1 < \left[\frac{1}{2} \right] < S_n < 1$$

$$\frac{1}{2} < \text{all } S_n < 1 = \boxed{.75}$$

greater than $\frac{1}{2}$ but less than 1

$$\frac{1}{2} + \quad 1 - x + x - x + x = \quad 1 - 1 + 1 - 1$$

$$\frac{1}{n-n+1} + \frac{1}{n-n+2} + \frac{1}{n-n+3} + 000 + \frac{1}{n-n+n}$$

$$\frac{1}{1-1+\frac{1}{n}} + \frac{1}{2/n} + \frac{1}{3/n} + 000 + \frac{1}{n-1} + \frac{1}{n}$$

$$1 - x^2 + x^3 - x^4 + x^5$$

$$1 - 1 + 1 - 1 + 1$$

$$x = -1$$

$$\frac{1}{n(n+2)} (1-x) + (1-x)x^2 + (1-x)x^4$$

$$f = \lim_{n \rightarrow \infty} \left[1 + \frac{1}{n} \right]^n$$

$$x-1 \left[x + x^3 + x^5 + \dots \right] = \left[1 - \frac{1}{n} \right]^n$$

$$1 - x^2 + x^3 - x^4 + x^5$$

$$-1 - 1 - 1 - 1$$

$$\frac{n^2 + 2n + 1}{n^2} \quad 1 + \frac{2}{n} + \frac{1}{n^2}$$

$$\frac{2n+1}{n^2} \quad 1 + \frac{2}{n} + \frac{1}{n^2}$$

$$\frac{2}{n} + \frac{1}{n^2} \quad 1 + 1 - x$$

$$\left. \frac{\partial \phi}{\partial v} \right|_{E, P} = 0$$

$$\left. \frac{\partial \phi}{\partial v} \right|_{E, P} = 0$$

$$\boxed{S S}$$

$$E_S = S$$

$$E_S = S$$

$\phi \phi$

$$\boxed{\phi \phi} \quad \boxed{\phi \phi}$$

Entropy $\Rightarrow$ variety without harmony

" $\Rightarrow$ variety without connectors or harmony

Complexity $\Rightarrow$ variety without harmony & connectors

Harmonicity $\Rightarrow$ variety & good connections between ~~things~~ entity or happenings

Harmonicity $\Rightarrow$ variety & good connectors among a variety of ~~other~~ phenomena

25/1/88

Fg / Image

The ability/inability to shift from one unfolding OODA loop pattern to another by being able ^{or not} to transition from one orientation to another.

or

The ability/inability to shift from one unfolding pattern of ideas and actions to another by being able ^{or not} to ~~shift~~ transition from one orientation to another.

The Goal

Those ideas and actions that permit us to flourish and grow without denying others that same opportunity

End

Those ideas and actions we use to produce, feed-upon, a live-off the misery, despair, or disintegration of others

* Gropman, Rose, Marshall, Malster,
Hopla, Stewart, Allen

* As a young officer ...
not land - Sea Support (VW) But we had!
why?

* 28 years ~~was~~ / Army and VW.

* Point of View

* What did we understand: ~~logistics~~ ~~tech~~
~~and~~ Logistics system that will up
the tech

* What happened in Vietnam why did we
lose

* As a young officer - - -

* Bruce Palmer / Andrew Kravovich

* Option 1st How many people have heard
of the OPA loop.
Where did it come from?

+ + + 26/1/88 + + +
speech

* Purpose of Thinking

* N B Forrest Out There o o o

* What^{1/2} my point^{1/2}
(with these thoughts in mind)

* As a young officer o o o
Air - Land - Sea Support (VN)
(But we lost) - Why?

* 25 year war / Army and Vietnam (Kriegsmach)
→ Today we are dependent on SET -

* Impact of 20th Century ~~Technology~~ Science
Engineering and Technology on War. &
(we don't understand except it seems, in
terms of hardware) (Science Approach -
Observation / Hypothesis)

* But it also has an impact on how
we think (remember De Bono) - - Let me
illustrate - - snowmobile

* Four questions - SET

① - - What does SET produce

② - - How does it do it?

- - What is the driving mechanism that
keep it alive and ongoing?

③ * or put another way

- - What phenomena nourishes or sustains
this whole enterprise?

④ - - How does this SET activity
affect us personally - - as individuals,
groups and societies

What does all this suggest?

We've got to ~~take~~ keep in touch with ~~things~~ things (world!) by being able to view that world ~~from~~ many perspectives and at all levels. In other words — we able to keep many communication (or interaction) channels open

I

Notes

- Background ← Discussion
- Air - Land - Sea Superiority (Vietnam)
- 25 yr War (Palmer) / Army & Vietnam (Krepswech)
- What was left out? (M-M-P)
 - Connors / Dull
 - ~~Chen~~ (ben)
 - Cheng (Dick)
- NB Forrest -- bit there ...
- Scientific Approach - Obs/Hypo/Test
(Leave something to be derived)
- Learn how to Learn ← open schools, closed schools
- Relate to SET
 - Van Neuman / Turing
 - Intelligence Community
 - * -- Impact of SET on C and C (CME)
 - * -- OODA loops

English

To do not to be Wg & English on
being ^{with} ~~not~~ ~~advancement~~ ~~discuss~~ for advancement
sows friction -- whereas English on
day sows few seeds of friction and
more of ~~simulation~~ emulation the day.

③ 6-4-2nd Law

How would you like to be regarded as an analyst or an expert?

④ Fred Reeds article

⑤ Terrain doesn't wage wars ○ ○ ○

⑥ As a young officer (A - Land - Sea Sympathy) VN

⑦ What have I learned since then?

⑧ Terrain doesn't fight wars ○ ○ ○
people do and with their minds

⑨ The 25 year war } impressive
The Army and Vietnam } (Movie Platoon)

⑩ So what were we good at --- supplying
all sides - logistics/technology.

⑪ In fact we thought we were going to ~~bring~~
our adversary with ~~an~~ that our SET could
put in the field --- namely hardware

⑫ What was left out (M-A-P)
- Gen Kent
- Duck Cherry

⑬ But it also has an impact of how we
think --- (Dr Pe Bore - Purpose of thinking)
--- Sample - Obs / Hypo / Test

⑭ I want to go deeper by addressing these
four questions.

- What does SET produce
- How does it do this?
- What is the driving mechanism that
keeps it alive and ongoing
or put another way
- What phenomena sustains or nourishes this
whole enterprise

1st?

- a mental/physical process of analysis and synthesis that permits us to interact with the world so that we can comprehend, cope, and shape that world as well as be shaped by it.

2nd?

- Novelty and Detachment

3rd?

- Memorability, otherwise there's no basis for it to continue

4th?

- Change our orientation

- Charles Place go thru Lts Old Park
- Dr. Stephen Thoms left (Old Webster Rd)
 - 2nd Bldg on left (1799)
 - ~~FACE~~ [T.C. AS] -- 10th
 - 5th floor (Room 500)

Landmark [GICO]

10 min

31-55

Talk to
Agility Conference
on
26/1/88
in
Torrence Colf

Comments

- Air - Sea - Land Synergy in Vietnam - (P. 1)
- Bruce Palmer / Andrew Krepenevich
- Chant (25) Sun Tzu - Seng Thatt
ooo
- Pose Question - What is that?
- Clarity - Govt / Armed Forces / People
 - Guy de Etat
 - Blity Krez / converted war
 - Guvalla War (Support Base)
- Santoberville War is bottom-up;
overhead war is top-down
or even top-top
- ★ Richard Gurnison / Senate Armed Services Committee

why ~~can~~ mismatch?

Because ^{isolation} ~~isolation~~ or Focus
excludes phenomena that
bear upon the existing
conception

Dynamic agent
The ~~medium~~ that harmonizes
~~disparate~~ tactical actions with
changing strategic intentions
and focuses them to
realize the strategic vision.

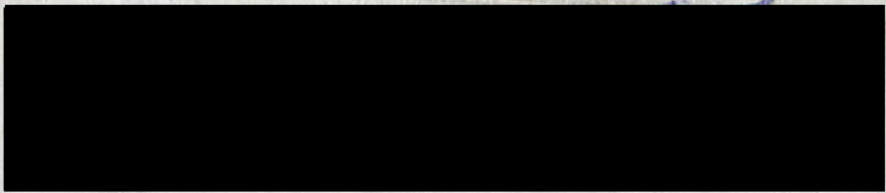
Schwerpunkt

Mayland Lbr
License.

Eugene Wilson
Rosenberg II



License #



Insurance

Wormmberg
Horenberg



Aug 83

- Johnson with government power had MC Nammon isolated, also Shoup
- Reflection here shows why our strategy (BMSS) is the correct one
-- Difficult to isolate us for destruction via bureaucratic mass
- Hamlet/Village strategy is the right one -- bottom-up

• The practice of science/engineering and pursuit of technology permit individuals and societies to augment and expand their ability to gather - store - transform - expend information and energy in a variety of ways to shape and adapt to change

or

• The practice of science/engineering and pursuit of technology permit individuals and societies to:
interact with their environment ^{in desired ways} as basis to:
augment and expand their ability to gather - store - transform - expend information and energy in a variety of (desired) ways to shape and adapt to environment and changes thereto

M

Remember

- Without ~~crises~~ there is no change!
- Without mismatches there are no crises!
- Without anomalies there are no ~~crises~~ ^{anomalies}!

• Why do so many people feel we are in a period of crises, of one kind or another -- whether it be P/E/S/T/M/etc.

• How many of you feel we are not coming to grips in resolving these crises?

{ ? - Why aren't we? }

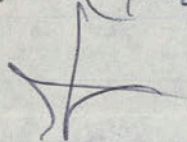
{ Could it be in some way related to the idea that we -- }

- Stress position rather than achievement
- Stress being somebody rather than doing something
- Stress input rather than output

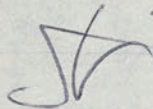
• Technique $\Rightarrow$ a polished or habitual way of doing something.

• Tactics $\Rightarrow$ a variety of techniques that interconnect (or flow into) one another that produce, hence represent, actions to realize some end.

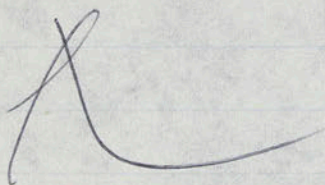
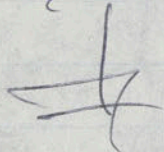
Grand tact 



Strategy



Tactics



W

SET



Outline

• In speaking of SET: What do we mean?

• What does SET do?



• Examples of what SET does?

{ - raises question - }

• Looking at the past, via the contributions these people have provided the world; what can we say about our efforts for now and for the future?

• Grand Message { 3 statements & synthesis to 1 statement

Insight!

• ~~Why is this so?~~ The efforts and contributions of the people above and the grand message surfaced from these efforts & contributions suggest we tend to judge people not only by what they do but also by what they produce.

By way of Expansion

• Such an insight further suggests not only are we interested in what SET does but also what it produces and how this is accomplished.

Expanding even further

• This larger insight pushes us to examine what keeps the whole enterprise going and how such an enterprise affects us personally.

[In other words, in order to gain a richer image of SET we will address the following questions!]

• What does SET produce?

• How does it do this?

• What is the driving mechanism that keeps it alive and ongoing -- or put another way -- what ~~is~~ the phenomena sustains or nourishes the whole enterprise?

• Finally, how does this enterprise of SET affect us personally as individuals, as groups, as societies?

Impact of SET upon Cooperation & Competition

this title suggests

- In order to get into this subject, we should have some understanding ^{of} what we mean by Science, by Engineering, and by Technology.
- Going even further, the title ^{also} suggests we have to get at what SET does in order to gain a feel for its impact upon C/K.
- With this idea in mind let's look at what's been accomplished by some outstanding thinkers.

Some
outstanding thinkers

Contributions

? — Raises Question — ?

- Looking at the past, and the contributions these people have provided this world; What can we say about our efforts for now and for the future?
- What bearing does this have on Cooperation and Competition?

For openness the title suggests we have to:
-- bit at whom we mean by SET
and

Impact of SET
on
Cooperation/Competition

in order to get into the subject we shall address two questions

- The title suggests that we have to get at what SET does in order to gain a feel for its impact upon C/C.

with this in mind let's look at what has been accomplished by some outstanding contributions:

<u>Some</u> <u>Outstanding Contributions</u>	<u>Contributions</u>
• Copernicus	
• Kepler	
• Newton	
• Adam Smith	
• Faraday / Maxwell	
• Carnot / Clausius / Boltzmann	
• Darwin / Wallace	
• Marx / Engels	
• Planck / Einstein	
• Bohr / De Broglie / Heisenberg / Schrodinger / Dirac	
• Godel / Turing / Church / Turing	
• Shannon	
• Chaitin / Bennett	
• Prigogine / Mandelbrot / Fegantbaum / etc.	
• Crick / Watson	
• G. Mendel	

? - Raise Questions - ?

Looking at the past, and the contributions these people have provided the world: What can we say about our efforts for now and for the future?

What heavy dose this have on cooperation and competition?

CreatorsResults

- Copernicus
- Kepler
- Newton
- Adam Smith
- Faraday / Maxwell
- Carnot / Clausius / Boltzmann
- Darwin / Wallace
- Marx / Engels
- Planck / Einstein
- Bohr / De Broglie / Heisenberg / Schrödinger / Dirac
- Gödel / Turing / Church / Turing
- Chaiken / Bennett
- Mandelbrot / Prigogine / Haken
- Shannon

} — raises questions — ?

- Looking at the past, via the contributions, these people have provided the world: What can we say about our efforts for now and for the future

and

- What bearing does this have on cooperation and competition?

I Overview

II Specific Options

Ed Haselup
546 4400
x 319

25/3/87

o Food:

Those ideas and actions that permit us, as individuals ^{and} groups, to flourish and grow without causing us to produce, feed-upon, or live off the misery, despair, or disintegration in others.

o Env.

Those ideas and actions we use to produce, feed-upon, or live off the misery, despair, or disintegration in others.

... to flourish and grow, without denying others that same opportunity.

With Notes

VIP

- u
- Something is symmetrical when one or more aspects of it are independent to change? (Top-down)

which suggests that

- We can generate symmetry by uncovering and shaping one or more invariant mental features that are common with ~~a variety~~ ^{many} different and changing mental images that represent the transient world we must interact with to survive and grow. (bottom-up)
- Can better yet

- We can generate symmetry by uncovering and shaping one or more invariant mental features that we can use to construct many different and changing mental images that represent the transient world that we must interact with to survive and grow. (bottom-up)

$$K = \frac{d\phi}{ds}, \quad \dot{\phi} = \frac{d\phi}{dt}, \quad N_r = \frac{a_r}{r}, \quad a = \frac{dv}{dt}, \quad v = \frac{ds}{dt}$$



$$\dot{\phi}_A = \dot{\phi} \mp \dot{\kappa} \quad \left[\dot{\kappa} = \frac{v_D \sin \theta \mp v_A \sin \kappa}{s} \right] \quad \text{Now you let } \sin \kappa = k \sin \theta \quad \left[\sin \kappa = k \sin \theta \right]$$

then $\dot{\kappa} \cos \kappa = \dot{\theta} k \cos \theta$ which becomes $\dot{\kappa} = \frac{\dot{\theta} k \cos \theta}{\cos \kappa} = \frac{\dot{\theta} k \cos \theta}{\sqrt{1 - k^2 \sin^2 \theta}}$ since $\cos \kappa = \sqrt{1 - \sin^2 \kappa}$

Now since $\dot{\phi} = \dot{\kappa}$ if we let $\dot{\phi} = \dot{\kappa} - \dot{\phi}_D$ then:

$$\dot{\kappa} = \frac{(\dot{\kappa} - \dot{\phi}_D) k \cos \theta}{\sqrt{1 - k^2 \sin^2 \theta}} \quad \text{or you let } k \text{ vary then we have } \dot{\kappa} = \frac{\dot{\theta} k \cos \theta + \dot{\phi}_D \sin \theta}{\sqrt{1 - k^2 \sin^2 \theta}} \quad \text{hence}$$

$$\dot{\kappa} = \frac{(\dot{\kappa} - \dot{\phi}_D) k \cos \theta}{\sqrt{1 - k^2 \sin^2 \theta}} + \frac{\dot{\phi}_D \sin \theta}{\sqrt{1 - k^2 \sin^2 \theta}} \quad \text{Therefore } \dot{\phi}_A = \dot{\kappa} \mp \frac{\dot{\kappa} k \cos \theta + \dot{\phi}_D k \cos \theta}{\sqrt{1 - k^2 \sin^2 \theta}} \mp \frac{k \sin \theta}{\sqrt{1 - k^2 \sin^2 \theta}}$$

$$\dot{\phi}_A = \dot{\kappa} \left[1 \mp \frac{k \cos \theta}{\sqrt{1 - k^2 \sin^2 \theta}} \right] + \frac{\dot{\phi}_D k \cos \theta \mp \dot{\phi}_D \sin \theta}{\sqrt{1 - k^2 \sin^2 \theta}} \quad \dot{\phi}_A = \left[\frac{v_D \sin \theta - v_A \sin \kappa}{s} \right] \left[1 - \frac{k \cos \theta}{\sqrt{1 - k^2 \sin^2 \theta}} \right] + \frac{\dot{\phi}_D k \cos \theta - \dot{\phi}_D \sin \theta}{\sqrt{1 - k^2 \sin^2 \theta}}$$

hence $\dot{\phi}_A = \left[\frac{v_D \sin \theta}{s} \right] \left[1 - \frac{v_A \sin \kappa}{v_D \sin \theta} \right] \left[1 - \frac{k \cos \theta}{\sqrt{1 - k^2 \sin^2 \theta}} \right] + \frac{\dot{\phi}_D k \cos \theta - \dot{\phi}_D \sin \theta}{\sqrt{1 - k^2 \sin^2 \theta}}$ now let $\frac{v_A}{v_D} = k$
never $\frac{\sin \kappa}{\sin \theta} = k$ then we have

$$\dot{\phi}_A = \left[\frac{v_D \sin \theta}{s} \right] \left[1 - k^2 \right] \left[1 - \frac{k \cos \theta}{\sqrt{1 - k^2 \sin^2 \theta}} \right] + \frac{\dot{\phi}_D k \cos \theta - \dot{\phi}_D \sin \theta}{\sqrt{1 - k^2 \sin^2 \theta}} \quad \left\{ \begin{array}{l} \text{if } \dot{\phi}_D, k = 0 \text{ then } PP \\ \text{if } k = 1 \text{ then } CC \\ \text{and } k = \frac{v_D}{v_A} \end{array} \right.$$

Grand Message

- Any coherent intellectual systems we evolve to represent large portions of reality will at best represent that reality, incompletely.
- Furthermore, we cannot determine or discern the character/nature of such systems within themselves.
- Going even further, we neither have nor can we create beforehand a supersystem that can forecast or predict the consequences that flow from whatever other systems we create later-on.

which implies that

- people using theories or systems evolved from a variety of information will find it increasingly difficult, and ultimately impossible, to interact with and comprehend phenomena or systems that move increasingly beyond and away from that variety -- that is, they will become more and more isolated from that which they are trying to observe or deal with unless they exploit the new variety to modify their theories/systems or create new theories/systems

which further implies that

- a person who is able to make more cross-references or more cross-connections than someone else and use them as a basis to operate inside that someone else's ~~OODA~~ loops will be able to fold him back inside himself -- by isolating him from that which he is trying to observe or deal with, as stated above,

I

TSG
Elaborations

I

3 - Question -

- What have we looked into so far?

In General we surfaced

- The Situations we face
- the actions we undertake to deal with these situations.
- The ideas we come up with as a basis for the actions we undertake.
- The ideals or values we subscribe to, in order to hold a group together so we can give focus and vigor to our ideas and actions.

We also emphasized

- The moral-mental-physical character of the world we live in.

In other words
we have

- Situations, actions, ideas, ideals,
and
- Physical, mental, moral

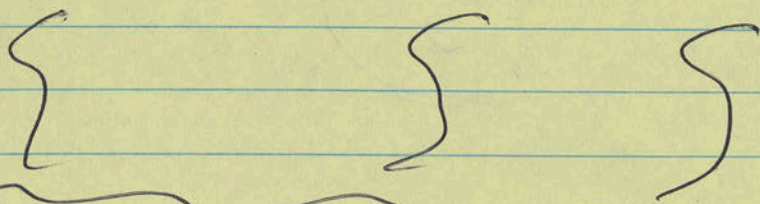
3 - Raises Questions -

- How do we relate these two perspectives with one another?
and
- What bearing does their relationship have on our previous discussions of strategy?

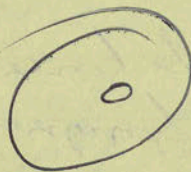
Illumination

- Staying within our theme we want our actions to be matched or related to the situations we have to face; for our adversaries we want just the opposite:
 --- mismatches
- Likewise our ideas must be related to or matched with the actions we undertake as well as with the situations we encounter; for our adversaries we want mismatches, hence negative relation.
- Going one ~~step~~ more step we can say that our ideas must be in harmony or matched with our ideas, our actions, and the situations we encounter. Obviously we want disharmony and mismatches for our adversaries.

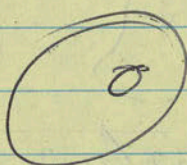
In Graphic Form



- Entropy $\Rightarrow$ variety without connection or harmony
- Complexity $\Rightarrow$ variety without harmony
- mismatch $\Rightarrow$ inability to find connections between entities or happenings
- mismatches $\Rightarrow$ inability to find connections among a variety of phenomena



TS6
Elaboration



Bottom-up/top-down | 7 June 89

- When we think about Moral authority, legal authority, policy, doctrine, what are we doing/at. -- (Constraints and Control)
- In our constitution ~~what~~ we have provisions for change. Where do these emanate from? -- Bottom-up
- VRHI $\Rightarrow$ TTP $\Rightarrow$ OODA $\Rightarrow$ MEM $\Rightarrow$ PISR $\Rightarrow$ T&I, -- Bottom-up
- Means to End $\Rightarrow$ Bottom-up
- Resources $\Rightarrow$ Tactics $\Rightarrow$ Grand Tactics $\Rightarrow$ Strategy $\Rightarrow$ ~~Aim or Goal~~ Grand Strategy $\Rightarrow$ National Goal $\Rightarrow$ Bottom-up
- Now the Question: When we are speaking of strategy, Design or Scheme what are we talking about? What are the pieces that make up this scheme a design? -- Intention
- Building on this we have: Task $\Rightarrow$ mission $\Rightarrow$ intention $\Rightarrow$ intent $\Rightarrow$ aim $\Rightarrow$ Goal which is nothing more than cascading involvements from bottom-up or Cascade of what/why or means/ends
- What does all this suggest? Our orientation should be outside-in and bottom-up otherwise we cannot easily cope with unfolding and unpredictable change.

Synthesis

- Any coherent intellectual systems we evolve to represent large portions of reality (~~at best~~) will (at best) represent that reality incompletely.
- Furthermore, we cannot determine or discern the ~~character~~ character/nature of such systems ~~within themselves, itself.~~ themselves
- Going even further, we ~~can~~ neither have nor can we create ^{beforehand} a ~~super~~ system that can forecast or predict* the consequences that flow from whatever other systems we create later on.

Reorienters

- Copernicus
- Galileo
- Newton
- Adam Smith
- Faraday / Maxwell
- Darwin / Wallace
- Marx / Engels
- Marx / Planck / Nord Fester
- Albert Einstein
- De Broglie / Heisenberg / Schrödinger
- Godel / Tarski / Church / Turing
- Chaitin / Bennett

Synthesis

- 5

Complication

- The quest to ^{fully} comprehend our world, the drive to reshape it for our purposes, and the necessity to adapt to the consequences that flow from all this, inevitably ~~produce~~ ^{will} introduce ~~reflect~~ ^{reflect} our ~~kind~~ ^{kind} ~~unpredictable~~ ^{unpredictable} ~~changes~~ ^{changes} for ~~shatteringly~~ ^{shatteringly} ~~many~~ ^{many} ~~other~~ ^{other} ~~to~~ ^{to} ~~kind~~ ^{kind}.

people using theories or systems evolved from a variety of information will find it increasingly difficult and ultimately impossible to interact ^{with} and comprehend phenomena or systems that move increasingly beyond and away from that variety -- that is they will become more and more isolated from that which they are trying to observe or deal with.

which implies that

a person who is able to make more cross-references ^{cross-connections} for than someone else and ^{will do a better} operate inside his OODA loops will be able to fold that someone else back inside himself -- by isolating him from that which he is trying to observe or deal with as stated above.

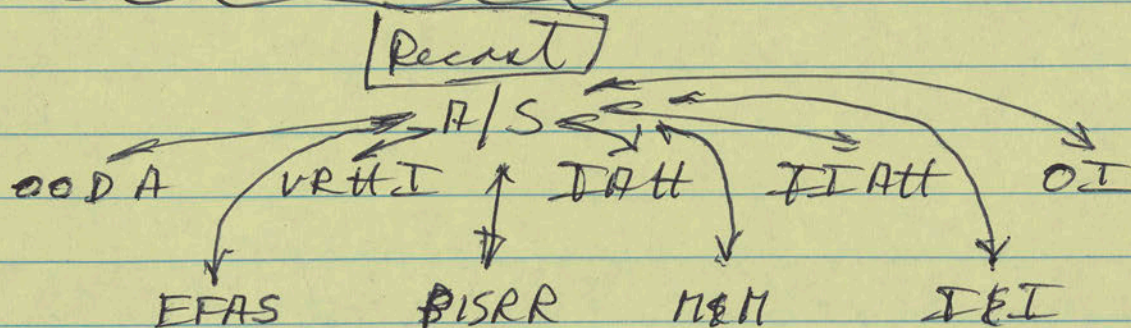
I

Cascading Interdependencies

I

Some Key Ideas

- OODA, VRHI, IAH, IIAH, OI
- EFAS, PISRR, M&M's, I&I



Recast

Actions
QualitiesOODA $\Rightarrow$ M&M $\Rightarrow$ PISRR $\Rightarrow$ I&I

VRHI IAH IIAH OI EFAS

* IOHAI * see II

- Without A/S no IOHAI
- Without IOHAI & A/S, no rapid OODA loops
- Without OODA, IOHAI, & A/S, no M&M
- Without M&M, OODA, IOHAI, & A/S, no PISRR
- Without PISRR, M&M, OODA, IOHAI & A/S, no I&I
- Without I&I and preceding, no organic success

? — Paves Question — ?What do we mean by organic success?Message:

Organic success is the ability to thrive and grow by being able to comprehend, shape, and cope with an everchanging and unpredictable world we are a part of, live in, and feed upon.

* IOHAI *

- Insight $\Rightarrow$ The ability to peer into and discern the inner nature or workings of things
- Orientation $\Rightarrow$ a many-sided implicit cross-referencing process that evolves mental images or impressions of the phenomena we ~~work with~~ interact and deal with.
- Harmony $\Rightarrow$ a web of interconnecting feeling, thought, values, actions, among, otherwise, differently oriented individuals that permit them to operate in a cooperative or focused way.
- Agility $\Rightarrow$ the ability to shift from one unfolding OODA loop pattern to another by being able to transition from one orientation to another.
- Initiative $\Rightarrow$ internal drive to think and take action without being urged.

} - Question - ?

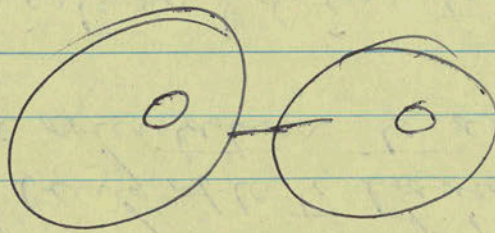
What do we mean by organic success?

Message

Organic Success: the ability to thrive and grow by being able ^{to} comprehend, shape, and cope with an everchanging and unpredictable world that we are part of, live in, and feed upon.



- Cascading Intertypes
and
- Key Psychosomatic Qualities
for
Organic Success



I

IX

Organic Integrity
and
How we keep it

2 June 89

III

• When we think about moral authority, legal authority, policy, doctrine: What are we driving at? What are we emphasizing? -- ^{Social Structure} {Focus and Direction} via constraints & Control (Top-down)

• Raise Question: How do we change these constraints and controls? In other words how do we change the character of these entities?

• In our constitution we have provisions for change. Where do these emanate from? -- Bottom-up

• In this sense, from a means/ends perspective, means determine ends achievable.

• With these thoughts in mind, how does all this play-out in terms of "Winning and Losing"?

-- VRHI $\Rightarrow$ TIQ $\Rightarrow$ OODA $\Rightarrow$ H&M $\Rightarrow$

PISRR $\Rightarrow$ I&I -- Bottom-up

-- Resources $\Rightarrow$ Tactics $\Rightarrow$ Grand Tactics $\Rightarrow$
Strategy $\Rightarrow$ AIMS $\Rightarrow$ Grand Strategy $\Rightarrow$ National Goal

see
flow

+ { • Now the Question: When we are speaking of strategic scheme or design what are we talking about? What are the pieces that make-up the scheme or design -- intentions }

• Building on the we have: Tasks $\Rightarrow$ mission $\Rightarrow$ intent $\Rightarrow$ motive which is nothing more than cascading interdependencies hence a cascade of means/ends or whats/forwhys

• Bottom line: What does all this suggest? Our orientation should emphasize bottom-up otherwise we cannot easily cope with uncertainty and unpredictable change.

II ~~IX~~

~~IX~~

Strategy
? - What is it - ?

A mental tapestry of changing intentions
for
harmonizing and focusing our efforts as a
basis for realizing some aim or purpose
in an unfolding and often unforeseen world
of many bewildering events and many contending interests.

3 July 89
4 July 89

• Schwerpunkt!

- a dynamic shaping agent that harmonizes actions with intentions and focuses those actions to realize a desired aim.
- a dynamic shaping agent that harmonizes (a variety of) changing tactical actions with changing strategic intentions and focuses those actions to realize a desired strategic aim

In this sense
Schwerpunkt is ^a ~~the~~ medium that connects actions with intentions, ~~and also~~ ^{or} connects tactics with strategy.

• Grand Tactics or Operations

The art of connecting and harmonizing tactics with strategy by conceiving, focusing and exploiting a variety of changing tactical actions that implement changing strategic intentions to realize a desired strategic aim.

Briefed Bruce Gudmundsen on 5 July 89
also briefed PM Spay and Mike Burns on
4 July 89 on all this above; also John
Schmitt on 5 July 89; Briefed B Watts on
10 July 89. Also Chuck Sperry on 11 July 89.

also GAO on 11 July 89, Ray Rache on 14 July 89,

• Schwerpunkt can be considered as

- a dynamic shaping agent that harmonizes actions with intentions and focuses those actions to realize a desired aim.
- a dynamic shaping agent that harmonizes (a variety of) changing tactical actions with changing strategic intentions and focuses those actions to realize a desired strategic aim.

• Focus of Efforts

- a dynamic shaping agent that harmonizes (a variety of) changing actions with changing intentions and focuses those actions to realize a desired aim
- a dynamic ooo (as stated above by second statement under Schwerpunkt)

In this sense

Focus of Efforts is the medium that connects actions with intentions or tactics with strategy

hence

expanding on this idea we can evolve!

Grand Tactics or Operational Art

The art of connecting and harmonizing tactics with strategy: by conceiving, focusing and exploiting a variety of changing tactical actions that implement changing strategic intentions to realize a ~~desired~~ desired strategic aim.

Impact of SFT
on
Cooperation & Competition

Part
I

Techniques

~~techniques~~ $\Rightarrow$ Tactics $\Rightarrow$ ⁴ grand tactics $\Rightarrow$ strategy

7/7/89

• Technique $\Rightarrow$ a habitual or polished way of doing something.

7/7/89

• Tactics $\Rightarrow$ a variety of techniques that interconnect & flow into one another that produce, hence represent, actions to realize some end.

3/7/89

• Grand Tactics $\Rightarrow$ The art of connecting and harmonizing tactics with strategy by conceiving, focusing, and exploiting a variety of changing tactical actions that implement changing strategic intentions to realize a desired strategic aim.

7/6/89

• Strategy $\Rightarrow$ a mental tapestry of changing intentions for harmonizing and focusing our efforts as a basis for realizing some aim or purpose in an unfolding and often unforeseen world of many bewildering events and many contending interests.

Tactics Implications

- Tactics ^{represent a} (are a) syntheses of techniques
- Grand tactics ^{represent} (are a) syntheses of tactics & techniques
- Strategy ^{represents} (is a) synthesis of grand tactics, tactics, and techniques

II

Impact of
SET
on
Corporate / Capital

Alter the flow of
resources / tactics / grand tactics / strategy

II

Key Psycho-matrix qualities
for
Organic Success

FOOD

20/4/89

4/5/89

- Insight $\Rightarrow$ the ability to peer into and discern the inner nature or workings of ~~beings or entities~~ (things)
- Orientation $\Rightarrow$ a many-sided implicit cross-referencing process that evolves mental images or impressions of the phenomena we deal with.
- Harmony $\Rightarrow$ a web of interconnecting feelings, thoughts, values, actions ~~etc.~~, among, otherwise, differently oriented individuals that permit them to operate in a cooperative or focused way.
- Agility $\Rightarrow$ the ability to shift from one unfolding OODA loop pattern to another by being able to transition from one orientation to another.
- Initiative $\Rightarrow$ ^{internal drive} the (ability) to think and take action without being urged.

Question

What do we mean by organic success?

Message

Organic success: the ability to thrive and grow by being able to comprehensively shape, and cope with ~~the world~~ that we are a part of, live in, and feed upon or ever-changing and unpredictable world we are a part of, live in, and feed upon.

20 Apr 89

Orientedness - a way-asked explicit cross-referencing process that one to make ~~intended~~ ^{method} images a impression of where he is or what's going on.

Harmony - A web of interconnecting feelings, thoughts, values, etc., among different oriented people individuals that permit them to operate in a cooperative & focused way.

• Insight -> The ability to peer into and discover the inner nature & workings of things.

• Orientedness -> a way-asked explicit cross-referencing process that involves ^{method} images a impression of where one is and what's going on.

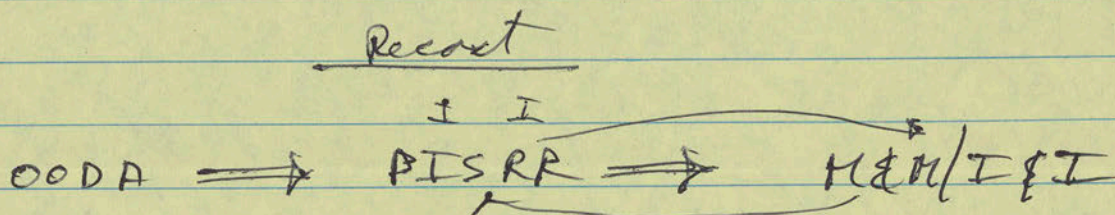
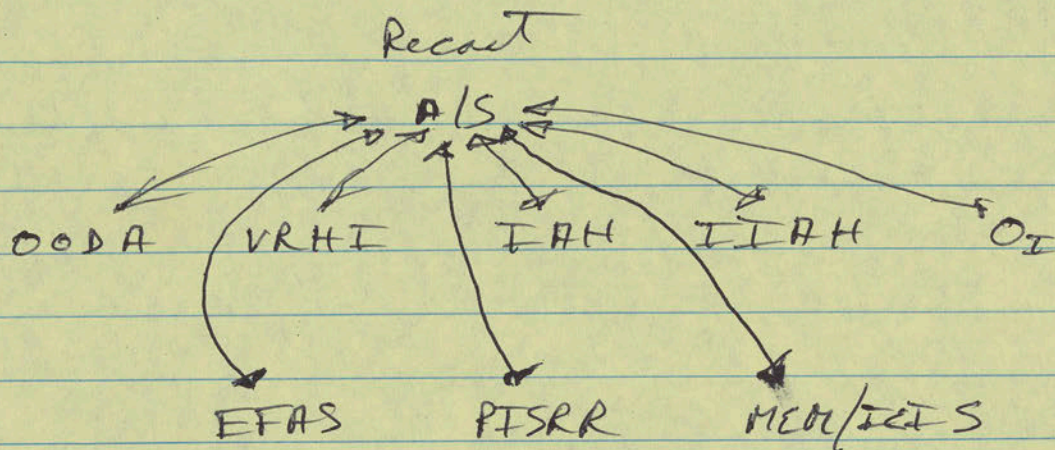
• Harmony -> A web ^{of} interconnecting feelings, thoughts, values, etc. among ^{different} ~~different~~ ^{different} oriented ~~people~~ ^{individuals} individuals that permit them to operate in a cooperative or focused way.

• Agility -> The ability to shift from one unfolding OODA loop pattern to another by being able to transition from one orientation to another.

• Initiative - The ability to think and take action without being urged.

Concavely Interlocking
Same Key Ideas
~~First List~~

• OODA, VRHI, IAH, IIAH, ~~IOI~~
 EFAS, PISRR, MEM & I&I S



• VRHI IAH IIAH ~~OI~~ EFAS

* IOHAI *

- Without A/S, no IOHAI
- Without IOHAI & A/S, no rigid OODA loops
- Without rigid OODA loops, IOHAI, A/S, or PISRR
- Without PISRR, OODA, IOHAI, A/S, or MEM/I&I
- Without MEM/I&I plus preceding, no organic success

} — Rare Question — }

What do we mean by organic success

Message

organic success: The ability to thrive and grow by being able to comprehend, absorb, and cope with an ever-changing and unpredictable world we are only a part of, live in and feed upon

A/S

First Cut

OODA, VRHI, IAH, IO, IIAH

EFAS, PISRR, M&M or IET Strategies

Recast

* OODA, IO, PISRR, M&M or IET Strategies

* VRHI, IAH, IIAH, EFAS

IHAII

- without A/S, no IHAII
- without IHAII and A/S, no IO
- without IO, IHAII, A/S, no rapid OODA loop
- without rapid OODA loop, IO, IHAII, A/S, no PISRR
- without PISRR, OODA, IO, IHAII, A/S, no M&M or IET S
- without M&M or IET plus preceding, no organic success

— Basic Question —

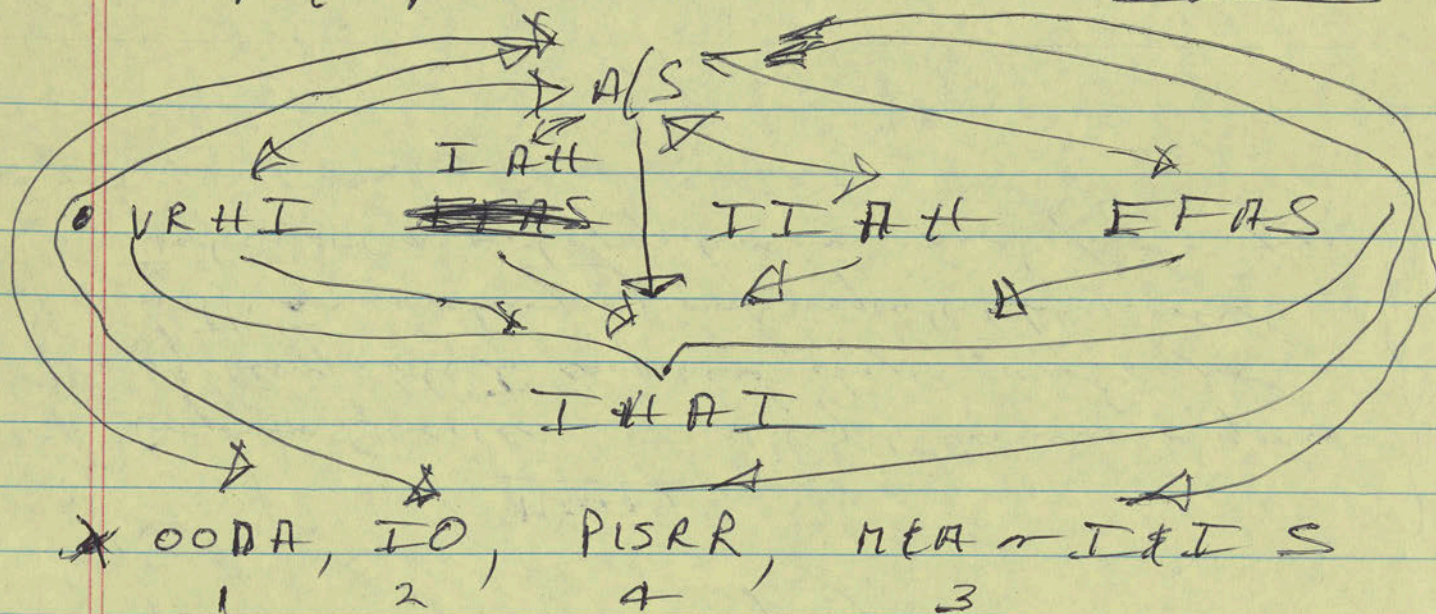
What do we mean by organic success?

Message

Organic Success — — ability to thrive and grow by being able to comprehend, shape, and cope with an ever-changing and unpredictable world that we are a part of, live in, and feed upon.

26 Apr / 1 May $\Rightarrow$ Washington

14/3/89



* without A/S, no I H A I

* without I H A I & A/S, no IO

* without IO, I H A I, A/S, no rigid OODA loops

* without rigid OODA loops, IO, I H A I, A/S, no PISR

* without PISR, etc, no M&A or I&I strategy

* without m&a or i&i strategy etc, no organic success

? — raises question — ?

What is organic success?

Message

Organic Success — ability to thrive and grow by being able to comprehend, shape and cope with an everchanging world that we are a part of, live in, and feed upon.

16/3/89

Super I fac Sys
incl lower SS.

ASIA
DIPS

1 May 89
26 April 89
A
Evolution
A/S

I. VRHI, EFAS, IAH, IAH
(IAI)

II. OODA, PISRR, M&M & IETS,

III. without A/S, no I mater
without IO, no ~~Heavy~~ IAH
without H, no rapid OODA loop
without rapid OODA loop, no PISRR
without PISRR etc, no M&M or IETS,
without M&M & IETS, no organic success

Initiator/Integrator A/S

IV. without A/S, no IAH
without IAH and A/S, no rapid OODA loops
without rapid OODA loops, IAH, and A/S, no PISRR
without PISRR etc, no M&M or IETS Strategy
without M&M or IETS etc; no organic success

V. success - ability to comprehend, shape, and cope with
and exchange, while that can or p of him in aspect of

without A/S, no IAH

without IAH & A/S, no IO

without IO, IAH, A/S, no rapid OODA loops

without rapid OODA loops, IO, IAH, A/S, no PISRR

without PISRR etc, no M&M or IETS Strategy

without M&M or IETS Strategy etc, no organic success

? - Power Generation - ?

what is organic success ?

and it should not grow to big old to

Directly

POC — OODA, VRHI, straight ahead weakness, PI ^{German} ~~ASE~~
IAH, IIAH

ODCC — IO

ISA — ALS, IZI, MEM

DEC — ALS

~~Indirectly~~ EFAS

POC Indirectly — ~~EFAS~~ EFAS
~~ODCC~~ 11

^{main}
VRHI, IAH, IIAH, EFAS } IIAH

• Jim Harrison
1977 Baltimore St. NW
Wash DC 20009

• O: Ability to enter mental images, impressions, a pattern of what we are and what's going on in our world by being able to perform many-sided implicit & explicit cross-connections among many different aspects of phenomena that we experience.

• I: The ability to peer into and discern the inner nature or ~~inner workings~~ ^{inner workings} of phenomena ~~model~~ ^{up-to-date}

• O: The ability to enter mental images or impressions by being able to make many-sided implicit ~~cross-connections~~ ^{cross-connections} among many different kinds of phenomena that we experience, among our ~~CT, PE and rapidly~~ ^{CT, PE and rapidly} ~~connections~~ ^{connections}

• H: ability to form common connections or bonds ~~to ideas~~

• A: ability to shift from one ^{unfolding} OODA loop pattern ~~to another~~ (or from one unfolding pattern of Ideas and Actions) to another by being able to transition from one orientation to another.

• I: Ability to think and state action well but being urged.

• O: ability to enter mental images ^{a pattern} of what ^{we} are and what's going on by being able to ~~enter~~ perform many-sided implicit cross-connections ^{among} a cross-connection among ^{different} ~~aspects~~ ^{aspects} of phenomena that we experience ^{unfolding} a variety of ^{connections} ~~connections~~ ^{connections}

• H: Ability for supposedly autonomous & independent entities to cooperate ~~in a shared~~ ^{in a shared} ~~values or bonds~~ ^{values or bonds}

I: Ability to peer into and discern the inner nature & workings of our world

II: Ability to shift from one unfolding OODA loop pattern to another, or to shift from one unfolding pattern of ideas and actions to another another is very able to transition from one orientation to another

III: Ability to think and take action without being urged

O: Ability to evoke mental images or impressions of ^{that represent} ~~what is going on~~ ~~and where~~ ~~in~~ ~~the~~ ~~world~~ by being able to perform may-need-synthetic & reverse among the unfolding events and entities that make up that world

O: Ability to evoke mental images or impressions that represent a world by being able to perform may-need-synthetic & reverse among the variety of ~~possibly~~ ~~event and entities that make up that world~~ ~~phenomena that ^{appear to} ~~seemingly~~ make up that world.~~ ~~that surface~~ that interconnect some of the ^{may} ~~phenomena~~ ^{that} ~~seemingly~~ make up that world

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~~XXX~~ ~~XXX~~

Illumination

erratically or haphazardly

Novelty is not only produced by the practice of science/engineering and the pursuit of Technology; it is also produced by the forces of nature by our own thinking and doing as well as by others; and it is produced continuously, ~~if somewhat erratically~~ ^{erratically or haphazardly}. In order to thrive and grow in such a world we must match our thinking and doing, hence our orientation, with that emerging novelty. Yet, any orientation constrained by experience before that novelty emerges (as well as by the Grand Message discussed earlier) introduce mismatches that confuse or disorient us. ^{However,} the analytical/synthetic process, previously described, permits us to address these mismatches so that we can rematch, thereby reorient our thinking and action with ~~such~~ that novelty. Over and over this continuing whirl of reorientation mismatches, analysis/synthesis enables us to comprehend, cope with, and shape as well as be shaped by novelty that literally flows around and over us.

IV

Examples in Science

Some Outstanding Contributors

- Copernicus
- Kepler
- Newton
- Adam Smith
- Faraday / Maxwell
- Carnot / Clausius / Boltzmann
- Darwin / Wallace
- Marx / Engels
- G. Mendel
- P. Pangloss / Planch / Einstein
- Bohr / de Broglie / Heisenberg / Schrodinger / Dirac / etc.
- Godel / Turing / Church / Turing / etc.
- Shannon
- Crick / Watson
- Chartier / Bennett
- P. Pangloss / Mandelbrot / F. F. F. / etc.

Contribution

linear	non-linear
regular	irregular
simple	complex
quantitative	qualitative

~~discrete~~ discrete

Creativity in Science

Creators

- Copernicus
- Kepler
- Newton
- Adam Smith
- Faraday / Maxwell
- Carnot / Clausius / Boltzmann
- Darwin / Wallace
- Marx / Engels
- Max Planck / A. Einstein
- Bohr / De Broglie / Heisenberg / Schrodinger
- Gödel / Turing / Church / Turing
- Chaitin / Bennett
- Mandelbrot / Poincaré

Their Creations

Rory Gaster

- ~~But~~ ~~the~~ Looking at the past, and the contributions these people have provided the world: What can we say ~~for~~ about our efforts for now and for the future

- And what bearing does this have on cooperation and competition?

6 June 89

- Any coherent intellectual systems we evolve to represent large portions of reality will at best represent that reality incompletely.
- Furthermore, we cannot determine or discern the character/nature of such systems within themselves,
- Going even further we neither have nor can we create beforehand a supersystem that can forecast or predict the consequences that flow from whatever other systems we create later on,

which implies that

people using theories or systems evolved from a variety of information will find it increasingly difficult, and ultimately impossible, to interact with and comprehend phenomena or systems that move increasingly beyond and away from that variety -- that is, they will become more and more isolated from that which they are trying to observe or deal with unless they exploit the new variety to modify their theories/systems or create new theories/systems which further implies that

a person who is able to make more cross-references or more cross-connections than someone else and use them as a basis to operate inside that someone else's OODA loops will be able to fold him back inside himself -- by isolating him from that which he is trying to observe or deal with as stated above.

Organic Integrity and How we keep it

7 June 89

- When we think about moral authority, legal authority, policy, doctrine, what are we driving at? What are we emphasizing? -- constraints & control
- Raises Question: How do we change these constraints and controls? In other words, how do we change the character/nature of these entities?
- In our constitution we have provisions for change. Where do these emanate from? -- bottom-up
- In this sense, from a means/ends perspective, means determine ends achievable.
- With these thoughts in mind, how does all this play-out in terms of "Winning and Losing"?
 - VRHI $\Rightarrow$ ITQ $\Rightarrow$ OODA $\Rightarrow$ H&M $\Rightarrow$ PISRR $\Rightarrow$ T&I -- Bottom-up
 - Resources $\Rightarrow$ Tactics $\Rightarrow$ Grand Tactics $\Rightarrow$ Strategy $\Rightarrow$ Aims $\Rightarrow$ Grand Strategy $\Rightarrow$ National Goal
- Now the Question: When we are speaking of strategic scheme or strategic design what are we talking about? What are the pieces that make up the scheme or design? -- Intention
- Building on this we have:
Tasks $\Rightarrow$ mission $\Rightarrow$ intent $\Rightarrow$ motive ~~for~~
~~with~~ ~~a~~ goal which is nothing more than a cascading interdependencies hence a cascade of means/ends or whats/whys
- Bottom Line: What does all this suggest? Our orientation should emphasize outside-in-and-bottom-up otherwise we cannot easily cope with uncertainty and unpredictable change.

Strategy

3 — What is it — ?

A mental tapestry of changing intentions
for
harmonizing and focusing our efforts as a
basis for realizing some aim or purpose
in an unfolding and often unforeseen world
of many bewildering events and many contending interests

~~10~~ I

Speech to USAF
officers
2/6/88

2/6/88

- * How would you like to be regarded as an analyst or as an expert (isn't that what our schools stress)?
- * G-H-2nd Law
- * Fred Reed's article
- * As a young officer (on-land-sea) VN
- * What have I learned since then?
- * Terrain doesn't wage war, 000 people do and with their minds
- * The 25 year war } impression
The Army and Vietnam } (movie platoon)
- * So what are we good at - ? -
(logistics / technology)
- * In other words try to ~~bring~~ ^{bring} them with our technology and logistics system -
- * Point: ~~Our~~ image ~~of~~ of our ~~tech~~ SET is hardware.
- * But it also has an impact of how we think - -
(Dr De Bono's - - Purpose of thinking
(Scientific - - Obs / Hypo / Test
- o I want to go deeper by addressing these four questions!

why do we ask questions in the first place?

II

Four Questions

- What does SET produce?
- How does SET ^{achieve} ~~do~~ this?
- What is the driving mechanism that keeps it alive and organizing?
or put another way
- What phenomena nourishes & sustains the whole enterprise?
- How does this enterprise of SET affect us personally as individuals, groups and societies?

What does SET Produce?

- SET produces novelty - - examples
New ideas, new material/systems, new processes
-

111

* How does novelty impact us?
It changes the surrounding world
we interact and identify with.

* In what way does novelty change that world?

-- It ~~removes~~ removes us farther and
farther from ~~that~~ natural world that
not only sustains/nourishes/supports us
but also novelty changes the way we
create and give shape to that novelty.

-- In this ^{single} the production of novelty
~~detaches~~ ^{us} from the world we ultimately
depend upon for survival and growth.

In other words - - SET produce both
novelty and detachment.

*** How is this novelty and detachment
produced? Example - snowmobile/OODA loop
-- a mental/physical process of
analysis and synthesis that
permits us to interact with
the world so that we can
comprehend, cope with, and
shape that world as well as be
shaped by it.

? which raises the question?

xx What brings this all about? In other words
what really is the driving mechanism or
phenomenon that nourishes & sustains this
entrepreneurial - hence keeps it alive and ongoing



* Response: anomalies and mismatches
 thrust there is no basis for it
 to continue!

* Now since ~~this~~ novelty changes the
 world we shape and adapt to we
 must reorient ourselves to this
 world in order to continue to survive
 and grow

* This new orientation in turn gives
 us a new ~~new~~ mental platform to
 interact with that world - which in
 turn gives us new ways by which
 we can shape and adapt to that world.

* Implication: Novelty produces detachment
 and reorientation. Reorientation produces
 a new pattern of novelty which in
 turn removes or detaches us from
 our previous world which in turn
 reorients us once again which
 gives the basis for another pattern
 of novelty etc. etc. o o o

Impact

7

SFT

m

Cooperation and conflict

V

Impact of SFT on Cognition/complex

* Result: Novelty / Detachment, / Reorientation

* How is Novelty produced?

By a process of analysis/synthesis

* How does novelty impact us?

It changes the surrounding world
we interact and identify with.

* In what way does novelty change that world?

-- It removes us further and further
from the natural world (nature) ~~that~~
~~tells~~ that not only sustains/nourishes/
supports that but also, ^{change the way we} ~~we~~ ~~create~~
create ~~shape~~ and give shape to that
novelty.

-- In this sense ~~novelty~~ the production
of novelty ~~detaches~~ us from the
world we ultimately depend upon
for survival and growth

* Since novelty changes the world we
shape and adapt to, we must reorient
ourselves to that world in order to
continue to survive and grow

* This reorientation in ^{turn} ~~turns~~ gives us
a new mental platform to ~~cope~~
~~with and change~~ interact with that
world -- which in turn gives us
new ways by which we can shape
and adapt to that world.

* Implication: ~~Reorientation~~ Novelty produces detachment and reorientating. Reorientation produces a new pattern of novelty which in turn removes or detaches ^{us} from our previous world which in turn reorients us once again which gives the base for another pattern of novelty etc, etc, ...

The Novelty, detachment, reorientation process we go thru gives new mental images and motor responses, hence new ~~ideas~~ ^{causes} thru which we view and act upon that world.

Impact of SET
on
Cooperation and Competition

Part

II

Grand Tactics (GT)
or
Operational Art for

1 May 89
2 May 89
3 May 89
4 May 89

²¹⁵
The process of conceiving, focusing, and exploiting a variety of
tactical actions to realize a strategic ~~design~~ design aim

Tan Jackson 433-4109/4110

697-4311

69
OX 74311

Spunney

or Grand #

Briged Land
Brons
Evans
wily

in GT/OA
John Schmitt

491-2651

Don Evans

536-4206

241-5403

I

PIES, PDDDDDC, PISRR

- Should be introduced ~~in~~ the Epilogue
- (MEM) should be introduced at the end of the strategy pitch
- 7 questions on SET should be a separate presentation
 - What does SET produce? $\leftarrow$ novelty and detachment
 - How does SET do this? $\leftarrow$ a mental/physical process of a and that prompts us to interact with the world so that we can comprehend, cope with, and shape that world as well as be shaped by it
 - What is the driving mechanism that keeps it alive and ongoing? $\leftarrow$ ~~mechanisms~~ novelty/motivation
 - How does it affect us personally as individuals and groups? $\leftarrow$ changes our orientation

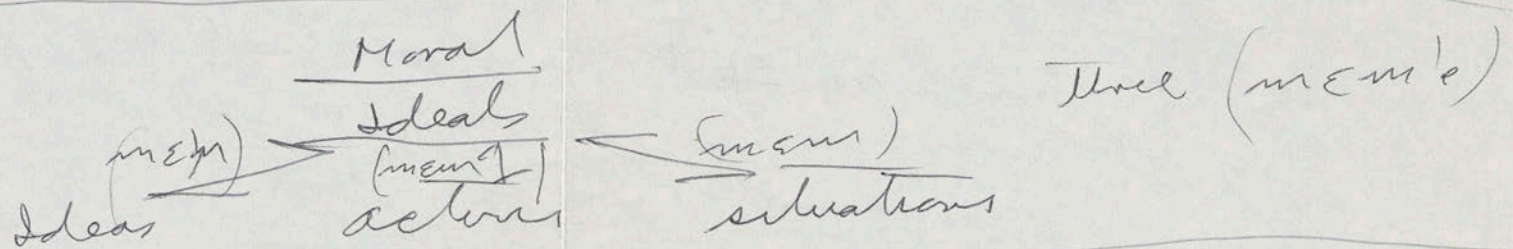
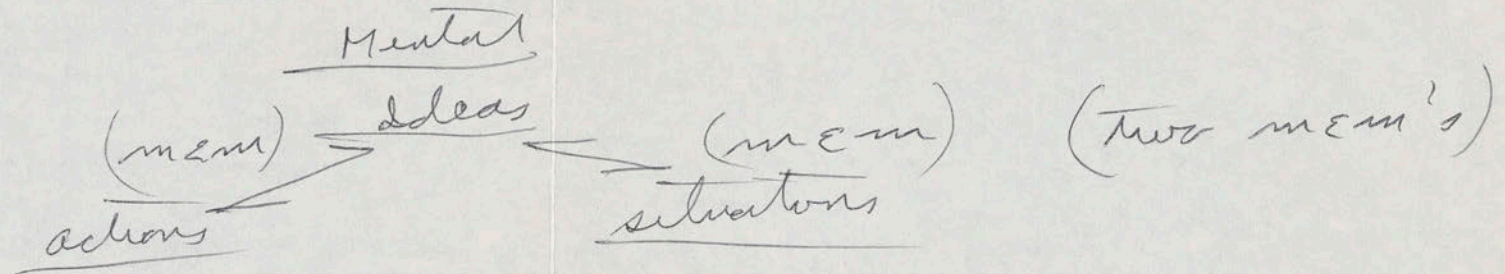
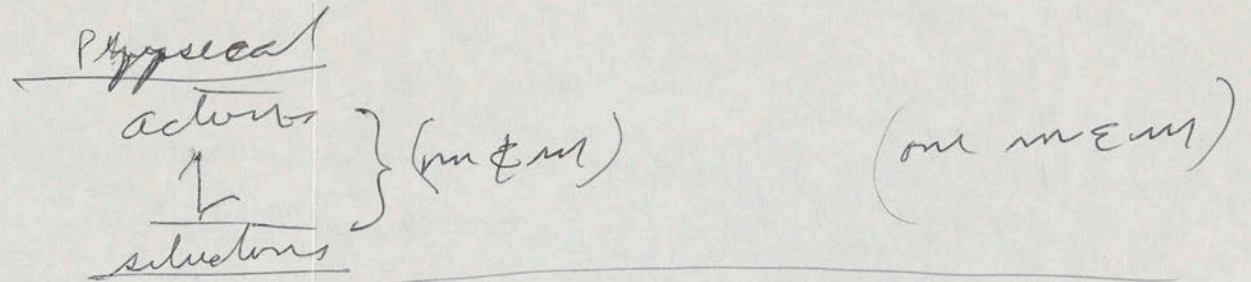
Before getting into SET should point out how people regard Science or being a process of:

observation, hypothesis, test
as basic for evolving theories, ~~to describe~~ or concepts to explain what goes on in the world.

Engineering can be thought of as process of: ~~observation~~
observation, design, test

1 2 3 4

Situations, actions, Ideas, Ideals



$$1 + 2 + 3 = 6 \text{ (mem's)}$$

One physical, two mental, three moral = 6 (mem's)

IV • Gödel, Tarski, Church, Turing etc — 1930's

• 19th century: Carnot / Clausius / Boltzmann — 2nd Law

• " " : Faraday / Maxwell — EM

• " " : Darwin / Wallace — Theory of Natural Selection (Evolution)

• 1900's (1900-1910) Planck / Einstein — Radiation occurs in discrete jumps, not as a continuum.

• 1920's Schrodinger / Heisenberg / etc — Indeterminism / Uncertainty in micro physics

• 1930's Gödel / Tarski / Church / Turing — ~~undecidability~~ incompleteness and undecidability in mathematics

• No single system of logic that can encompass all of mathematics (Gödel)

• Cannot determine the consistency of a system within itself either in mathematics or in the natural languages. ~~to represent~~

• Not only do we not possess a super-system ~~of~~ what is going on. According to Church and Turing we cannot predict the ~~consequences~~ that statements or consequences that flow from the system and from related systems will be valid.

III

POC - Insert ~~page~~ fundamental qualities for organization
behind theme for "Vitality and Growth" 4

- Insert ~~PIES~~ ~~PIA~~ feature association
with attention / names / overall conflict

↓
PIES / PDDODDC / PISRR

behind present Epilogue.

TSS - Insert 6 m & ms associated with
Moral / mental / Physical Conflict behind
a Moral Design for Brand Strategy

I Saw

Adapting to

Comprehending, Shaping, & Adapting

for

Vitality & Growth

- Introduction
- Foundation
- Implications
- Revelation

4 Parts

II

~~A~~ ~~#~~

Foundation

for

Comprehending, Shaping, & Adapting to

Unfolding, Evolving Reality

that is

Uncertain, Everchanging, & Unpredictable

III

Some

Implications

for

Competing, Cooperating, & Scheming

~~Characteristics~~

Such a Reality

IV

Revelation

✓ • Chet Richards +

fine copy of CS to Chet
on 17 Aug 92

✓ • Joe Raimun

✓ • G.I. Wilson

✓ • Dan Moore

✓ • Barry Watts

✓ • Jean Burton

✓ • Chuck Spenny

• Tim Fallows

• E.E. Rickioni

• Tim Stevenson

• P.M. Speg

✓ • George Hatcher

Don't remember dates in Oct 92

✓ • Mike Wyl

Hard copy of CS to Mike on
21 Aug 92

mismatches that leads to crisis

crises are generated by
a those unattended and deepening
mismatches that isolate us
from the environment that
sustains, nourishes and
supports us.

Crisis

a
a critical period in which event or
happenings threaten the well-being of
individual and societies as a whole

I

General Survey

Should emphasize where we are and what's happening in our political, economic, social world.

Should include not only the problems we face but those people who are friends, allies, neutrals, adversaries, on both the international and domestic scenes.

Should not only weave political / economic / social / security / etc. across both the international and domestic fronts but also show the interactions of domestic with the international and vice versa.

II Compression

Identify and articulate the essential elements, relationships, or associations that flow from the General Survey above, to see: if there are any patterns that we should attend to; and how these patterns seem to play-out or unfold or interact with one another.

Strategic Tapestry

Weave above ideas, patterns and interactions into our cultural values. Expand them into a strategic framework for realizing our aims or goals, together with implications this has with respect to the resources needed (i.e., human, material, etc.) and the tactical concepts or means that seem consistent with this framework.

IV

Guidelines to subordinate departments, agencies, units, commanders etc.

Lay out ^{a clear} articulation of what is expected of them and why this is so. Do not specify how this is to be achieved. On the other hand, be sure subordinate departments, agencies, units, commanders, etc. are fully informed of any political/economic/social/etc. constraints they must adhere to -- since these constraints, in effect, are part of the overall strategic framework.