All Concerns Addressed

Objections and disagreements usually arise from failure to take into account someone’s needs, values, interests, or sense of “what’s needed here”. So translate their objections into “concerns” to bypass their adversarial energy. That helps all parties collaboratively address concerns so everyone feels heard and satisfied, generating wiser solutions and more buy-in.


Appreciative Thinking

To appreciate is to understand, value, and increase in value. Appreciation can by itself enliven and empower whatever is appreciated. So practice thinking in appreciative terms and help discern, delve into and develop the wisdom-generating resource-value of people, situations, and the life and living systems in and all around us.

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Appropriate Innovation

The unchecked acceleration of human creativity invites folly. Something is “appropriate” when it fits. To be more a blessing than a curse, our creativity needs to fit within natural constraints and the wisdom embodied in the patterns of wise democracy. So create benign but effective ways to wisely oversee our powerful collective creativity.

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Big Empathy

Normal empathy is sometimes critiqued as undermining rationality and being narrowly focused on visible suffering and those we know. Big empathy addresses suffering both directly and through systemic causes, using reason and perspective. So support people to see, feel, and care about suffering normally hidden by distance, time, otherness, and systemic complexity.

Related: 5 Capacitance, 17 Deep Time Stewardship, 27 Full Spectrum Information, 40 Nature First, 60 Systems Thinking, 63 Universal Participation, 68 Wholesome Life Learning
We need the ability to tolerate disturbance and abide in an unsettled state. Complexity, uncertainty, mystery, paradox, conflict, crisis and diversity can all generate such unsettledness—yet all can also bring wisdom because they open us to fuller reality. So learn to co-exist comfortably or at least patiently with them so they can give their gifts in due time.

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Wisdom involves taking care. So recognize, value and nurture art, skill, authenticity and mindful attention in all engagement with life, with each other, and in everything we create. Be rightfully proud when the beauty and functionality of quality co-creations enhance the quality of life for all, now and into the future.

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Human complexity and differences make absolute equality meaningless. But extreme inequality of wealth, social power, and status concentrate social power and reduce social capital, degrading creative energies and interactions needed for generating wisdom. So nurture basic equity as both a resource for and a feature of a society that works for all.

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Citizen involvement in public forums clarifies community values and everyday experience and provides democratic legitimacy. Stakeholder engagement offers whole-system insight and helps resolve issue conflicts. So hold both kinds of forums and, where possible, include citizens in stakeholder forums and stakeholders as “expert witnesses” in citizen forums.

Related: 4 Big Empathy, 28 Generating Shared Orientation, 48 Prudent Use of Power-Over, 57 Synergy of Part and Whole, 64 Using Diversity and Disturbance Creatively, 67 Whole System in the Conversation, 66 Well-Utilized Life Energy
**Civil Rights**

Oppression silences diversity and undermines collective intelligence. Protecting individual and group freedom and participation within the larger project of generating long-term collective quality of life is essential. So ensure that civil rights—even beyond being legally binding—are passionately held as vital to our identity as democratic societies and citizens.

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**Communal Intelligence**

Intelligence is both information and its use in learning, problem-solving, decision-making, and action—all of which can be shared. The high democratic purpose of journalism—both citizen-based and professional—should be supporting wise collective intelligence. So help the whole community engage in big-picture explorations of the realities and possibilities of life.

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**Commons**

The commons includes anything which supports quality of life and is available to all. Nature is the most obvious example—especially air and water (land, animals and plants having become owned) but cultural commons like languages, institutions, procedures, arts, expectations, and history are potent common ground. So understand, value, support, reclaim, and learn from the commons.

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**Competent Popular Oversight of Governance**

Any governance activity that does not consist of the people themselves needs to be transparent to them so it can be overseen by them. So enable citizens to oversee their government with collective competence, intelligence and wisdom rather than collective stupidity, ignorance, factionalism and mob rule.

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Constraints on Concentrated Power

Concentrated power—while necessary for certain functions—tends to corrupt and ossify, undermining collective wisdom. So counter those tendencies with transparency, openness to critique, and constitutional answerability to—and oversight by—those whom concentrated power affects. Limit its scope and term and balance it with other power centers.

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Context Awareness

Contexts shape what happens. The same actions in different contexts create different outcomes and have different meanings. Environments, mindsets, values, expectations, situational dynamics, power relations, systemic forces, needs, culture... all these matter. So pay attention to context in whatever is explored, whatever is set up and whatever is done.

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Critical Thinking

Every failure or distortion of intelligence is rich with potential lessons. False information and logic, fragmented intelligence, manipulated emotions all generate failures or distortions of intelligence. So use critical thinking to understand and correct such failures and distortions while balancing it with appreciative and possibility thinking to generate wisdom.

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Crowdsourcing

Within any given problem or possibility there are many points of information, innovation, influence, and resources. So address the whole by inviting all these sources to come forth with their own contributions to the enterprise, unconstrained by official roles and assumptions and then weave them into greater wisdom and effectiveness.

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Deep Time Stewardship

Wise people and societies do not trade long-term benefits for immediate gratification nor the lessons of the past for the impulses of today. We are all part of an immensely ancient and still unfolding learning adventure, alive in this moment. So help all people and groups play their evolutionary roles consciously and responsibly for future generations and the Earth.

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Deliberation

Wisdom explores, discerns, weighs, creates and envisions; it avoids jumping to conclusions and getting trapped by assumptions. Anything which helps us raise and care-fully consider a healthy range of factors, perspectives and options before and as we act qualifies as deliberation. So utilize and institutionalize diverse forms of such potent consideration.

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Distributed Intelligence

Many diverse individuals and groups have intelligence to apply to shared situations. So minimize alienation, domination and conformity while encouraging and creatively engaging many diverse voices and players. Enable them to call forth, organize and tap their vast collective intelligence and parallel processing capacity for better solutions.

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Diversity

Diversity provides a wide range of resources for big-picture insight, whole-system implementation, and general resilience. Cognitive diversity is especially important for collective wisdom. So consciously include relevant diversity in all forums and then welcome emergent differences, seeking to use them all creatively.

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E Pluribus Unum

That’s Latin for “Out of many, one.” Properly respected, engaged, and interacting, the diverse many together are a resource for deeper, broader, wiser insight and action. So nurture “we the people” consciousness and agency rooted in diversity and learning, not conformity and authority.

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Enough Time

Life can be too fast and crowded for wholesome insights and changes to develop, or for sensible preparation and follow-up. So provide enough reasonably paced time for study, leisure, listening, reflection, nonlinear emergence, and exercising multiple intelligences—in personal life, in group process, and throughout a wisdom-generating culture.

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Expertise on Tap (Not on Top)

To the extent expert knowledge is diverse, accessible, unpretentious and well-contextualized, it can help generate democratic wisdom by clarifying situational dynamics and the likely outcomes of various options. So use expert knowledge to help people apply their own expertise about their values and everyday experience to make wise decisions, individually and collectively.

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Exuberance

Individual wisdom is closely associated with rationality, compassion, and broad awareness. These are also fundamental to collective wisdom. But quality of life is central to the goal of wise democracy, and life energy and creativity are central to its achievement. So initiate, join, appreciate and support vibrant expressions of aliveness.

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Feeling Heard

Feeling unheard, people withdraw or attack, making real communication and collaboration hard. Feeling fully heard relaxes people and opens them to hearing and working with others. This happens in relationships, groups and whole societies. So help people feel really heard by using active listening and reflection. Be curious. Ask: “Am I getting it?”

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Full Cost Accounting

Most economic, technological, and political decisions routinely ignore major negative impacts. They often “externalize” social and environmental costs on disadvantaged people, taxpayers, ecosystems and future generations. So when determining policy, developing technology or establishing prices, take due account of downsides as well as upsides, both proven and potential.

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Full Spectrum Information

Beyond minimizing bias and suppression, wisdom demands consideration of all major perspectives as well as significant views from the edges. Work to base all efforts on as full a range of information and ways of knowing as possible, thereby increasing the likelihood of taking into account what needs to be taken into account.

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Generating Shared Orientation

People create wise common ground together by developing shared visions, ideals, purposes, understandings and cultures through social interactions or consensual or supermajoritarian decisions. So avoid the stagnation and folly of superficial agreement and conformity by practicing active co-sensing: moving forward, co-evolving, and adapting together.

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Generative Interactions

The most important interactions in a wise democracy—especially conversations—are those that generate more wholesome understanding, relationship, and/or possibility. So engage diverse people and perspectives in high quality social interactions—like DNA strands recombining in sexual reproduction—to produce novel outcomes that serve the well-being of everyone involved.

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Grounding in Fundamental Needs

Positions and demands impede consensus, whereas addressing deep needs makes true consensus possible. Deep needs are universal and can be satisfied in many ways, opening up possibilities. So help people clarify and meet the deep needs of all parties and to understand the addictive, shallow nature of pseudo-satisfiers and their manipulative power.

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Healthy Polarity Dynamics

Polarities are interdependent realities, not always opposites and not problems to solve. So seek healthy manifestations of—and co-existence, synergy, dynamic balance, and evolutionary vitality between—polarities like divergence/convergence, self/other, individual/collective, material/spiritual, subjective/objective, immediate/long-term, gravity/levity, depths/surfaces, safety/challenge, equality/freedom, etc.

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Integrity and Authenticity

Deception generates collective ignorance and folly. So it is important to represent ourselves and our views, feelings, intentions, and knowledge as truthfully as we can in life-serving ways. This helps everyone understand what is needed, real and available as they seek to generate broad benefits in changing conditions.

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Iteration

Wisdom is not a one-time thing. It is intelligent learning stretched over the long haul and applied mindfully. Situations change, calling for course corrections—or an unexpected level of complexity appears, revealing new paths and challenges. So use periodic, iterative processes whose outcomes give birth to—and feed into—new inquiries, insights, possibilities and activities. 

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Life-Enhancing Enoughness

Realizing long-term broad benefits involves realizing an abundance of life-serving qualities and conditions in both the present and the future. So counter both unnecessary scarcity and tendencies towards greed, extremism and unconstrained appetite by promoting the ample sufficiency of prudence, simplicity, companionship, health, beauty, gratitude, generosity, equity, spirit and creativity.

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Metabolize Polarization

Polarization is a compelling illusion. There are never just two sides unless people’s consciousness and choice are being manipulated. So show polarized people thinking and working together. Or instead of polarized people, choose people at random and reveal how unique and complex their thinking becomes, once informed into the big picture.

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Microcosms

It can be hard to create wisdom-generating conversations in large groups. So use smaller groups of diverse people—like a cross-section of the community or a full spectrum of stakeholders—to enable powerful shared learning and interactions that generate collective wisdom. Engage broader publics in and around that process and wisdom.

Related: 8 Citizen/Stakeholder Balance, 20 Diversity, 23 Exper-v tise on Tap (not on top), 27 Full Spectrum Information, 29 Generative Interactions, 65 Visionary Attractors, 68 Whole System in the Conversation
Multi-Modal Intelligence

Reason offers only one mode of learning, understanding, and meeting challenges. Greater intelligence arises to the extent we integrate other modes including (but not limited to) intuition, imagination, emotion, stories, aesthetics, movement, spatial sensing, habit, and the intelligences of nature and of transcendence. So engage them all to enhance individual and collective well-being.

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Multi-Modal Power

Power is the capacity to do, to create effects.
- Power-over is power to control.
- Power-with is generated by collaboration.
- Power-from-within is spirit, character, discipline, focus.
- Power-from-among arises from collective interaction.
- Power-through is wise use of resources.

They are all powerful, so empower and synergize them

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Multiple Perspective View

Every conflict or issue has at least two self-legitimizing sides—and usually more. Their stories contain energies and information vital to a healthy shared future. So compassionately hear—and make visible in a compelling manner—the spectrum of perspectives, both to evoke empathy and to help everyone see what needs to be taken into account for truly wise solutions.

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Nature First

Humans arose from eons of evolution and are inescapably intertwined with nature. Nature is our most important teacher, test, and nurturer. Ignoring our interdependence with natural systems—and with human nature—is folly. So tailor all actions and civilization to the demands, dynamics, limits, lessons and blessings of nature.

Related: 3 Appropriate Innovation, 4 Big Empathy, 17 Deep Time Stewardship, 26 Full Cost Accounting, 34 Life-Enhancing Enoughness, 60 Systems Thinking, 62 Universal Intelligence
Nurturing Social Capital

Divisiveness and alienation undermine wisdom-generating capacity. Social capital is the resource of human connection. Bonding capital exists within a group and bridging capital exists between groups. So nurture and invest social capital to generate not only more social capital but greater abundance and well-being generally.

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Partnership Culture

The search for long-term broad benefit requires the shared openness and energy of all participants. Competition is part of it but cooperation and mutual aid are the dominant themes. So realize the power of conscious collegiality. Nurture awareness that treats everyone, everything, and every situation as a potential partner.

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Possibility Thinking

We are co-creators of all that is happening and will happen and life is filled with potential. So take responsibility in each new situation by thinking “What is possible now?” Embrace undesirable possibilities but focus on positive developments that are possible now that things have become arrayed as they are at this moment.

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Power of Listening

The power of speaking is seriously undermined if no one is listening. Speakers need listeners in order for their perspectives to contribute to collective intelligence, and real listening is become rare. So promote active listening to open up hearts and minds and to evoke the wisdom of all. And listen into silence, your center, nature, group energy, and other sources of valuable insight.

**Powerful Questions**

Finding answers is important, but truly powerful questions open our attention and conversation into breakthrough insights and possibilities, evoking powerful life energy. So create powerful questions people can live into in ways that generate change with or without being answered, or that yield answers over and over, like a fruit tree.

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**Privacy Guarantees**

While openness is a hallmark of a wise democracy, such a democracy requires that people feel both safe to develop and express their uniqueness and also able enough to defend themselves from oppressive power. So seek to appropriately guarantee privacy while also helping people feel safe enough to be open.

*Related:* 9 Civil Rights, 13 Constraints on Concentrated Power, 14 Context Awareness, 32 Integrity and Authenticity, 51 Restrained Liberty, 53 Safety First, Then Challenge, 59 Synergy Between Part and Whole

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**Proposals Emergent**

Proposals usually promote arrival at particular outcomes. This often prematurely narrows attention into pro/con responses and amendments. So, when possible, start with the situation, issue, or inquiry and treat proposals as data about possibilities en route to greater understanding—until a proposal finally triggers a group ah-ha!

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**Prudent Use of Power-Over**

Often we seek to control what we cannot engage collaboratively. While sometimes necessary, domination often demands extra energy, evokes resistance and/or causes harm. So use power-over minimally and mindfully for broad benefit and, wherever possible, with consent. Profoundly respect the life energy and needs of those whose lives are being managed.

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Quality of Life Indicators

For communities and societies to generate long-term broad benefits, they need some overall feedback to track how they are doing over time. So promote the design, compilation and tracking—by experts, officials and the public—of statistics that measure factors that contribute to or indicate the quality of their lives.

Related: 11 Communal Intelligence, 23 Expertise on Tap (not on top), 26 Full Cost Accounting, 27 Full-Spectrum Information, 30 Grounding in Fundamental Needs, 33 Iteration, 40 Nature First

Restorative Justice

The purpose of wise justice is to maintain and restore wholeness and balance in relationships and community. Punishment, and even rehabilitation, do not achieve this. So promote true healing of both crimes and systemic social injustice with honest communication among victims, offenders, and communities as well as any needed amends and cultural and systemic changes.

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Restrained Liberty

The flourishing of life—passionate, free, self-organized expression and relationship—is both the point of and a source of wisdom. But trying to maximize our autonomous freedom can undermine healthy aliveness. So seek to optimize liberty in whole communities and systems within life-serving constraints ordained by reality, character and society.

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Rich Feedback Dynamics

Wisdom usually entails avoiding extremes by using balancing (“negative”) feedback grounded in observation, relationships, and systems. When abundance or transformation is needed, encourage magnifying (“positive”) feedback. So consciously apply and design feedback dynamics into activities and systems so that nature and reality don’t have to supply them at our expense.

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Safety First, Then Challenge

Most people don’t step far out of their comfort zone, even though change and challenge demand that they not back off or close down. So help people feel safe in ways that enable them to truly and effectively engage with the challenges they face. Then present them with challenges that help them grow and serve quality of life for all.


Self-Organization

Democracy and self-organization enhance each other. Self-organization thrives on localness, collaboration, healthy feedback dynamics, and intrinsic motivation. So, when addressing complex situations, minimize friction and expense by providing conditions whereby those involved can and do address it sensibly themselves within the constraints of the common good.

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Sortition

Random selection by lot replaces human agency with chance (the modern view) or supernatural agency (the view of Italian city-states and ancient Athens). It can help democracy be just, clean, and efficient. So use it mindfully to thwart corruption, to produce legitimate deliberative cross-sections of a population, and to fairly distribute social goods or burdens.

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Spaces for Dialogue and Collaboration

Wise democracy involves people working together—talking, creating, learning, deciding, taking action… This requires space—physical space and spaces, online spaces, psychological space, space in people’s schedules, and cultural space that honors and makes room for such interactions. So ensure such space is available in each situation and in the general culture.

Related: 6 Caring into Quality, 7 Checks on Extreme Inequality, 10 Commons, 20 Diversity, 29 Generative Interactions, 42 Partnership Culture, 46 Privacy Guarantees
**Story-weaving** is a primary mode of sensemaking and sense-sharing. Sharing personal and group stories promotes empathy, social capital, awareness, and collective intelligence. So encourage people to share stories about their experiences and longings. It will engage them and promote individual and collective shifts, discoveries and collaborations.

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**Subsidiarity**

Governance functions are best performed by those closest to the realm being managed, with due consideration for the scope of that realm. So promote subsidiarity such that each governance function occurs at the smallest scale where it can work well. That’s usually the personal or local level, but it can be higher—even global, if necessary.

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**Synergy Between Part and Whole**

We are both whole and part of greater wholes. Caring for any whole or part of a whole involves caring for both. So, rather than caring for the individual OR their community or environment, nurture the capacity of whole communities and environments to enhance the lives within them AND nurture the capacity of individuals to enhance their communities and environments.

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**Systems Thinking**

Reality is systemic, complex and deeply interconnected. Systems are dense webs of relationship. Addressing any situation wisely requires understanding and tapping relevant participants and connections. Systems thinking can be cybernetic, ecological, social, physical, shamanic, cultural and more. So use it to help people take into account relevant fields of relationship.

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Transpartisan Inquiry

Partisans are parts of the political puzzle, offering partial insights and solutions. The parts are valuable but must interact creatively to address and benefit the whole. So help partisans become transpartisans, maintaining their ideological center of gravity while engaging in civil, productive interactions with the Other for personal and social well-being.

Related: 25 Feeling Heard, 28 Generating Shared Orientation, 29 Generative Interactions, 31 Healthy Polarity Dynamics, 32 Integrity and Authenticity, 35 Metabolize Polarization, 57 Story Sharing

Universal Intelligence

Wisdom usually involves intelligence beyond the merely personal. Nature and evolution have much to teach us, as do broadly shared spiritual, philosophical, and ethical understandings. So practice moving beyond isolated awareness, deepening into our common humanity and the rest of nature, and witnessing how our personal consciousness links to the universal.

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Universal Participation

Everyone and everything participates in co-creating whatever happens, knowingly or not, willingly or not. Guilt, blame, and single linear causation tend to be problematic illusions arising from limited awareness. So expand awareness of multiple causes and field effects. Promote conscious Full Spectrum participation in all wisdom-generating designs and activities.

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Using Diversity and Disturbance Creatively

Sameness makes everything seem dependable and secure. In contrast, diversity and disturbance introduce unpredictability and discomfort. So, to enrich life and better navigate complexity and change, welcome and engage diversity and disturbance as signals, stimulants, and resources for deeper insight into what’s developing beneath the surface and what’s needed to address it.

Related: 20 Diversity, 28 Generating Shared Orientation, 29 Generative Interactions, 37 Multi-Modal Intelligence, 38 Multi-Modal Power, 39 Multiple Perspective View, 66 Well-Utilized Life Energy
**Visionary Attractors**

Compelling, grounded narratives and examples energize action. The most potent intensify and guide longing in that exciting space of possibility between what is and what could be. So make healthy role models, powerful conversations, inspiring initiatives and innovations broadly visible and engaging to help people live into them in their own lives and take them to scale in the real world.

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**Well-Utilized Life Energy**

People’s passion and caring - purposes, visions, values, needs, interests, concerns, compassion—and the energetic patterns of all Life—are resources for self-organized effectiveness. But these things can also generate dissonance. So seek to nurture, call forth, liberate, and support intrinsic life energy in ways that help realize broad long-term benefits.

*Related: 1 All Concerns Addressed, 6 Caring into Quality, 32 Integrity and Authenticity, 52 Rich Feedback Dynamics, 54 Self-Organization, 59 Synergy Between Part and Whole, 68 Wholesome Life Learning*

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**Wholesome Life Learning**

Individual and collective explorations, learning and teaching can serve wholeness—whole people, whole communities, healthy ecosystems and wholesome futures. And deep, nuanced understandings enrich quality of life. So participate eagerly together in the vibrant realization of enlightening, effective knowledge that is both multi-dimensional and evolving.

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**Whole System in the Conversation**

Conditions—both desirable and undesirable—are co-created by all the players involved, directly and contextually. To the extent these diverse people, interests and perspectives are brought into creative interaction, wise outcomes can be co-created. So think seriously about who or what else should be part of any given conversation.

*Related: 8 Citizen/Stakeholder Balance, 28 Generating Shared Orientation, 59 Synergy Between Part and Whole, 60 Systems Thinking, 64 Using Diversity and Disturbance Creatively, 65 Visionary Attractors, 66 Well-Utilized Life Energy*
**Wise Use of Uncertainty**

In any complex situation—i.e., in most situations—uncertainty is a given and certainty is a danger. Probabilities and surprises rule and possibilities and learning can flourish. So hold plans lightly, engage actively, value diversity, pay attention as things unfold, and nurture resilience and delight in the doorways opened by the unexpected.

**Related:** 5 Capacitance, 33 Iteration, 44 Power of Listening, 45 Powerful Questions, 53 Safety First, Then Challenge, 62 Universal Intelligence, 64 Using Diversity and Disturbance Creatively

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**Working Through Feelings**

Denying or shutting down feelings—emotions, pains, etc.—usually blocks people’s energy or blinds them to important warnings. “Working through feelings” has two seemingly opposite meanings: continuing despite feelings and addressing feelings directly and productively. So promote conscious use of both approaches, as needed, to support people’s clear energy and attention.

**Related:** 25 Feeling Heard, 32 Integrity and Authenticity, 33 Iteration, 44 Power of Listening, 46 Privacy Guarantees, 48 Prudent Use of Power-Over, 57 Story Sharing
Intelligence is how we maintain a semblance of understanding of and appropriate engagement with relevant realities and energies present in our complex, changing world. So tap into intelligence that is more than individual rationality. Work with any diverse cognitive capacities that can help us generate collective wisdom.

Patterns:
2 – Appreciative Thinking
4 – Big Empathy
5 – Capacitance
11 – Communal Intelligence
14 – Context Awareness
15 – Critical Thinking
19 – Distributed Intelligence
37 – Multi-Modal Intelligence
43 – Possibility Thinking
60 – Systems Thinking
62 – Universal Intelligence

Certain factors tap the energies of wholeness and are thus particularly vital as we delve deeply enough and widely enough into the living world to generate broad long-term benefit. So appreciate the role these factors play in wise democratic functioning and promote their discerning application to all social process and design.

Patterns:
20 – Diversity
30 – Grounding in Fundamental Needs
27 – Full-Spectrum Information
31 – Healthy Polarity Dynamics
33 – Iteration
52 – Rich Feedback Dynamics
54 – Self-Organization
59 – Synergy Between Part and Whole
64 – Using Diversity and Disturbance Creatively
66 – Well-Utilized Life Energy

Sustainability involves maintaining our existence and functionality. In environmental economics it is described as the capacity to meet current needs without undermining the ability of future generations to meet their needs. So pay special attention to our relationship to the ongoing wellbeing of our shared world in all that we do.

Patterns:
3 – Appropriate Innovation
10 – Commons
17 – Deep Time Stewardship
26 – Full Cost Accounting
34 – Life-Enhancing Enoughness
41 – Nature First

Power shapes whatever happens. It is the capacity to do, to influence, to create desired effects. Democracy, like all politics, organizes social power. So promote the wise power of the whole with nuanced, wholesome power dynamics that take seriously traditional democratic power principles while reaching beyond them for even greater benign potency.

Patterns:
7 – Checks on Extreme Inequality
12 – Competent Popular Oversight of Governance
13 – Constraints on Concentrated Power
38 – Multi-Modal Power
48 – Prudent Use of Power-Over
58 – Subsidiarity
Category

**WISE DEMOCRATIC INSTITUTIONAL PRINCIPLES**

Institutions are the ways we have things set up. They are particular structures and practices, guidelines and expectations, that shape everything we do. And a political system is largely about such institutions. So set things up so that citizens can engage in public activity that effectively helps realize collective wisdom.

Patterns:
- 9 – Civil Rights
- 36 – Microcosms
- 46 – Privacy Guarantees
- 49 – Quality of Life Indicators
- 50 – Restorative Justice
- 51 – Restrained Liberty
- 55 – Sortition

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Category

**CULTURE: GENERAL**

Culture creates a field of assumptions and narratives about who we are and what is good and possible. Within that field and its associated practices, people act out those assumptions and narratives. So help bring to life assumptions, narratives and practices that make it increasingly likely we’ll be able to generate collective wisdom.

Patterns:
- 6 – Caring into Quality
- 8 – Citizen/Stakeholder Balance
- 22 – Enough Time
- 23 – Expertise on Tap (not on top)
- 39 – Multiple Perspective View
- 65 – Visionary Attractors
- 67 – Wholesome Life Learning

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Category

**CULTURE: COLLABORATION**

In a wise democracy we know we are all in this together. Not only do we share our destiny, but we possess the resources to co-create a better shared destiny if we work together. So support anything that helps us come together effectively without losing our uniqueness and diversity. Make that the norm.

Patterns:
- 16 – Crowdsourcing
- 21 – E Pluribus Unum
- 35 – Metabolize Polarization
- 41 – Nurturing Social Capital
- 42 – Partnership Culture
- 56 – Spaces for Dialogue and Collaboration
- 61 – Transpartisan Inquiry
- 63 – Universal Participation

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Category

**GROUP DYNAMICS AND PRACTICES**

(These can also manifest in culture.)

So much know-how exists about how to bring people together in groups that generate collective wisdom that serves them and their communities. So gain this competence, take it seriously, share it, and apply it in groups of all kinds, spreading it into the larger culture so it becomes expected and experienced in everyday life.

Patterns:
- 1 – All Concerns Addressed
- 18 – Deliberation
- 25 – Feeling Heard
- 28 – Generating Shared Orientation
- 29 – Generative Interactions
- 44 – Power of Listening
- 45 – Powerful Questions
- 47 – Proposals Emergent
- 53 – Safety First, Then Challenge
- 57 – Story Sharing
- 68 – Whole System in the Conversation
So much of wise democracy depends on group dynamics, culture, systems and power dynamics. But individual qualities and capacities that serve wholeness are vital and can also characterize those larger contexts. So invite, support and honor people who bring greater life, flow, and insight to the adventure of being collectively wiser than we are individually.

Patterns:
24 – Exuberance
32 – Integrity and Authenticity
69 – Wise Use of Uncertainty
70 – Working Through Feelings
Challenges we seek to address:

INTELLIGENCE-DEGRADING FACTORS

- Narrow, short-term, over-rationalistic thinking
- Narrow, short-term, over-personalized feeling
- Sloppy jumping to conclusions
- Conformist, in-the-box thinking
- Inability to learn or benefit from challenges
- Unduly limited or biased information; deception

Resolving Patterns:

- Appreciative Thinking
- Big Empathy
- Critical Thinking
- Deliberation
- Distributed Intelligence
- Full-Spectrum Information
- Multi-Modal Intelligence
- Systems Thinking
- Capacitance
- Communal Intelligence
- Crowdsourcing
- Possibility Thinking
- Proposals Emergent
- Story Sharing
- Working Through Feelings

FOLLY-GENERATING FACTORS

- Homogeneity
- Stuck in positions and antagonism
- Neglected, trapped or suppressed life energy
- Little or life-degrading feedback
- Alienation, isolation, sense of separateness
- Cynicism, hopelessness, lack of vision
- Shame and blame
- Hubris, presumption

Resolving Patterns:

- All Concerns Addressed
- Diversity
- Generating Shared Orientation
- Rich Feedback Dynamics
- Universal Participation
- Visionary Attractors
- Wise Use of Uncertainty
- Well-Utilized Life Energy
- Healthy Polarity Dynamics
- Iteration
- Multiple Perspective View
- Powerful Questions
- Self-Organization
- Using Diversity and Disturbance Creatively
- Whole System in the Conversation

UNSUSTAINABILITY FACTORS

- Nature as only resource or background
- Money the sole measure of value
- Everything exclusively owned; possessiveness
- Social and environmental costs externalized
- Irresponsible short-term self-interest, greed

Resolving Patterns:

- Commons
- Full Cost Accounting
- Life-Enhancing Enoughness
- Nature First
- Quality of Life Indicators
- Synergy between Part and Whole
- Universal Intelligence
- Appropriate Innovation
- Citizen/Stakeholder Balance
- Context Awareness
- Deep Time Stewardship
- Exuberance
- Grounding in Fundamental Needs
- Wholesome Life Learning
- E Pluribus Unum
- Expertise on Tap (not on top)
- Microcosms
- Restorative Justice
- Restrainted Liberty
- Safety First, Then Challenge
- Sortition
- Subsidiarity

POWER CORRUPTING FACTORS

- Ubiquitous hierarchical power-over
- Little cooperative, synergistic or spiritual power
- Extreme inequality
- License, abusive freedom or privilege
- Oppression, surveillance, victimization
- Lack of constraints and oversight
- Punitive “justice”

Resolving Patterns:

- Checks on Extreme Inequality
- Competent Popular Oversight of Governance
- Constraints on Concentrated Power
- Civil Rights
- Multi-Modal Power
- Privacy Guarantees
- Prudent Use of Power-Over
Challenges we seek to address:

CULTURAL DYSFUNCTIONS

- Not enough time
- No available gathering spaces
- Fragmentation and polarization
- Hyper-competitive, winner-take-all dynamics
- Hyper-individualism
- Nobody listening
- Pretense, inauthenticity, posturing, deceit
- Intolerance and prejudice
- Carelessness
- Extremes, imbalance

Resolving Patterns:

- Caring into Quality
- Enough Time
- Integrity and Authenticity
- Metabolize Polarization
- Multi-Modal Power
- Partnership Culture
- Power of Listening
- Spaces for Dialogue and Collaboration
- All Concerns Addressed
- Feeling Heard
- Generating Shared Orientation
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