

Love Thy Neighbor -- Handbook of Spiritual Wisdom

Love & Friendship: How to Love Thy Neighbor

*Insightful and Practical Guidance from
the Ancient Scriptures and Philosophers
with Tools for the Modern Age*

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From Proverbs, Ecclesiasticus and The Wisdom of Solomon

For those Christians who have ever wondered “Why can the Commandment ‘Love Thy Neighbor’ be so important, but then, why does the Bible lack an Instruction Manual about How to Love Thy Neighbor?” then this book is written for you. It is written in a sequence that begins in the ancient world and ends squarely in the Modern Age.



The answer is that Jesus and the Hebrews did have an Instruction Manual. It existed in the Wisdom Texts, primarily *Proverbs*, and *Ecclesiasticus* and the *Wisdom of Solomon*, located in the Middle Testament, often referred to as the Apocrypha.¹ It shows the indelible connection between the Holy Spirit, Love, and Friendship.

It is composed of four sections: 1) Warnings & Avoidances, and 2) The Wisdom of Love, and 3) What You Must Do to Love Thy Neighbor, 4) Follow the Guidance of the Holy Spirit

When viewed in this context, it soon becomes obvious that to the ancient Hebrews, *Love Thy Neighbor* was not a simplistic, blind love, unconditional love, but a unified amalgamation of Love, Friendship, Trust, Faith in the Lord, Morality, Honor and Wisdom.

Cultural context is also an important dynamic in understanding early Christianity, which blossomed within the Greek and Roman cultural milieu. These people were not just peasants, but many were reasonable or even highly educated. They were well acquainted with the great thinkers of the time. Thus, they would perceive Christian teachings through the lens of their cultural architects, such as Socrates, Plato, Aristotle, Cicero, and Stoics. Christ's message to

¹ Whether or not these texts are considered non-canonical or not is a debate that is not the central position of this book. Bottom Line: While these Wisdom Texts may have been cast aside into the Apocrypha, and, for all intents and purposes, buried from the mainstream of Christianity, we believe all Christians committed to Loving Thy Neighbor well benefit enormously from reintroducing them back into the milieu of our faith.

HOW TO LOVE THY NEIGHBOR

Love Thy Neighbor conformed synergistically to the Greek and Roman philosophic roots. This is a principal reason why Christianity could grow rapidly in the fertile soil of these cultures.

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Prelude

We have been intrigued by the question:” If Love Thy Neighbor is the centerpiece of Christianity’s mission on this planet, where is the ‘operating manual’ or ‘handbook’ of practical advice for how to engage one’s “neighbors” to express our love, as Christ directs.

We postulated that either: the book was written and lost, or it was never written, or it was hidden in plain sight.

The latter possibility was the most plausible, because Christ speaks about Love Thy Neighbor in the context that all his listeners already knew what he was speaking about. In other words, His Judaic audience must have been familiar with existing guidance about its meaning, otherwise one or more of the gospel and epistle writers would have taken on the task.

The same with the “Promise of Abundance.” The Old Testament states this commitment is fulfilled when the Lord is our shepherd:

- **Deuteronomy 28:12:** "The Lord will open the heavens, the storehouse of his bounty, and pour out rain on your land in season. The crops of your land will be abundant."
- **Malachi 3:10:** "Bring the whole tithe into the storehouse, that there may be food in my house. Test me in this," says the Lord Almighty, "and see if I will not open the floodgates of heaven and pour out so much blessing that there will not be room enough to store it."
- **Psalms 23:** The LORD is my shepherd; I shall not want.² He maketh me to lie down in green pastures: he leadeth me beside the still waters.³ He restoreth my soul: he leadeth me in the paths of righteousness for his name's sake.⁴ Yea, though I walk through the valley of the shadow of death, I will fear no evil: for thou art with me; thy rod and thy staff they comfort me.⁵ Thou preparest a table before me in the presence of mine enemies: thou anointest my head with oil; my cup runneth over.⁶ Surely goodness and mercy shall follow me all the days of my life: and I will dwell in the house of the LORD forever.
 - **My cup runneth over [with love]** because of the plentiful qualities of love of the Lord, whose presence is abounding and overflowing, spilling over unto those who abide in Him.
- **Psalms 36:8:** "Oh, how abundant is your goodness, which you have stored up for those who fear you. You have made known to them the secrets of your kingdom."
 - **Sharing expands, and Hording contracts** this abundance. The Lord set the example of sharing blessings. Those who horde their prosperity cause others to do the same. Loving one another, helping one another, lifting one another, each to their own measure creates a multitude of prosperity. God’s abundant supply will never run out, even in times of terrible adversity when we work together.
- **Psalms 65:11:** "You crown the year with your bounty, and your carts overflow with abundance."
 - **Gratitude** for the Lord’s blessings is an infinite source of exquisite delight to our souls, infusing it with spiritual vigor. Like the stars that forever shine in the heavens, we can embrace the future with divine faith and confidence goodness and grace will follow.

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Abundance is both a beautiful *mindset* that catalyzes loving interactions with others, and produces *synergistic results*. In the sequence of chapters of John 10-16, Christ sends three vital messages:

1. **ABUNDANCE:** When we receive the gift of Abundance, we will do things greater than Christ! Now how could that be possible? We are not gods! So how do we achieve such wondrous results and receive such prosperous bounty? Because Abundance flows when we Love the Lord and Love Thy Neighbor, enabling us to multiply and amplify our limited resources.
2. **FRIENDSHIP:** Love Thy Neighbor manifests through Deep Friendships. The quality of these friendships are not superficial nor transactional. True Friendships are not *quid pro deals* where we make unholy bargains with those we know.
3. **HOLY SPIRIT:** Loving Thy Neighbor comes to us through the blessings of the Holy Spirit. By experiencing the Holy Spirit's grace within ourselves and within those we meet, we generate the divine synergy² where the whole is far greater than the sum of the parts – which is Abundance! Recall in Genesis 2, God planted two trees in the Garden of Eden: The Tree of Life (and Wisdom) and the Tree of Knowledge of Good and Evil. The Tree of Life is the Tree of the Holy Spirit, who is often personified in the Bible as Wisdom.³

Christ begins with this promise of abundance, first speaking in parable, taking the role of the good shepherd:

- **John 10:** “I came that you may have life, and have it abundantly, I am the good shepherd. The good shepherd lays down his life for the sheep... My sheep listen to my voice; I know them, and they follow me. I give them eternal life, and they shall never perish.”
 - **Courage and Commitment** are the qualities that protects the flock. Christ is instructing us that abundance comes only when we are willing to stand strong in the face of adversity, Commitment brings contentment and joy, which awaits us even when as we walk in the valleys of darkness, so long as we remain unwavering, akin to stars of the Lord's grace that never dims.

Then Christ elevates the aspiration of Love Thy Neighbor to the highest pinnacle of Christianity:

- **John 13:34** “A new command I give you: Love one another. As I have loved you, so you must love one another. By this everyone will know that you are my disciples, if you love one another.”

² aligned energy, from the Greek

³ In several of the Wisdom Texts, the Holy Spirit appears as Sophia. Glorified in such places as the Cathedral of Hagai Sophia (Holy Spirit) in Constantinople (Istanbul).

- **Loving One Another is the Pathway to Abundance.** God doesn't merely kindle within us a yearning for glorifying Him, but to treasure His divine essence dwelling in the souls of others that springs from unwavering faith.

Christ then links the broad idea of Love Thy Neighbor to a more specific directive to build friendships:

- **John 15:12** “This is My commandment, that you love one another as I have loved you. Greater love has no one than this, that he lay down his life for his friends. You are My friends if you do what I command you. No longer do I call you servants, for a servant does not understand what his master is doing. But I have called you friends, because everything I have learned from My Father, I have made known to you. You did not choose Me, but I chose you. And I appointed you to go and bear fruit—fruit that will remain—so that whatever you ask the Father in My name, He will give you. This is My command to you: Love one another.”
 - **Friendship is the *Divine* Way to Love One Another.** Life on earth is energized through building faithful friendships, which reinvigorate our spirits like a gentle river breeze that stirs the soul to seek the flowing waters of the fountains of life.

The Promise of the Holy Spirit

Exactly how did Christ tell us how to become engage in such wondrous friendships spawned in the heavenly streams of loving one's neighbor? That guidance is clear in the very next passage:

- **John 16:4-15** “Now, however, I am going to Him who sent Me; yet none of you asks Me, ‘Where are You going?’ Instead, your hearts are filled with sorrow because I have told you these things. But I tell you the truth, it is for your benefit that I am going away. Unless I go away, the Advocate will not come to you; but if I go, I will send [the Holy Spirit] to you.”

“And when [the Holy Spirit] comes, [the Holy Spirit] will convict the world in regard to sin and righteousness and judgment:

- in regard to sin, because they do not believe in Me;
- in regard to righteousness, because I am going to the Father and you will no longer see Me; and
- in regard to judgment, because the prince of this world has been condemned.”

“I still have much to tell you, but you cannot yet bear to hear it. However, when the [Holy] Spirit of truth comes, She⁴ will guide you into all truth. For She will not speak on Her own, but She will speak what She hears, and She will declare to you what is to come. She will glorify Me by taking from what is Mine and disclosing it to you. Everything that belongs

⁴ In the early Hebrew and Greek texts, the Holy Spirit is personified in the Divine Feminine, whereas in the Latin Texts in the Divine Masculine.

to the Father is Mine. That is why I said that the Spirit will take from what is Mine and disclose it to you.”

In this enlightening Chapter 16 Christ maps radiant journey of revelation, and joy from the Holy Spirit’s presence in the future. The Apostles must be courageous, and be aware of a veneer of piety that may mask wickedness that festers beneath. They must not tremble or fear or let their spirits sink under down heartened burdens, deaf to the melodies that sing within the turmoil of the tempests.

Their burdens will be lifted by the divine energies of the Holy Spirit and their eyes will see the revelation of holy communion’s splendor.

Christ's departure will not be a gaping chasm, but gloriously a precious prelude to the advent of the Comforter’s delivery of the inner truths of abundance and friendship, filling the corners and crevices of the chasm with joy and transformation.

Behold the Spirit's divinity, whose vine bears ever-growing fruit, whose garden grows abundantly, whose flock multiplies freely, and whose love expands infinitely though the community of soulful friendships across the lands, awakening their slumbering to rise like the sun at dawn.

The Holy Spirit, with the skill of a master architect, will release the devil’s noxious grasp, unraveling the tangled web that binds us to mischief and misdeeds. The impending coming of the Spirit brings boundless advantage to the disciples. The Spirit, their indefatigable guide shall be actively illuminating the road ahead, acting courageously to help them navigate through rocky paths, predators, and deceit. The Spirit, acting as the Advocate for truth and righteousness shall teach all that will be needed to reach the Kingdom of Heaven on Earth. And as enlightened visionary, will lead those who pledge allegiance to prosperity and abundance.

Let each soul ponder: Has the Holy Spirit catalyzed our commitment to reach our highest and best destiny given to us by the Lord before we were born?

Each of us are Apostles of Christ, obliged to hear the Holy Spirit's breath, gently whispering, urging us to seize the moment. Her wind moves every leaf in the forest and lights the fires to kindle our fervor and devotion to work together in common union. Beyond the present veil of sorrow, the disciples' tears would be akin to a mother's tears at the sight of her newborn, soon forgetting her birthing pains. More than just a Comforter, the Holy Spirit shall be a Crusader carrying sword and shield warding off assaults of men and devils, even in the valley of the shadow of death.

Only the ungodly shall endure unrelenting suffering, while the faithful flourish an enduring abundance of joy, impermeable to the forces of fools and villains who conspired to exterminate our Savior. Therefore, whereupon doth rest the sorrow of His devoted friends? The resplendent answer echoes within the winds of eternity.

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Did the pronouncements about abundance, love, friendship and the glory of the Holy Spirit come like an unexpected shock and awe thunderbolt in a crescendo from heaven? Or were these theses the logical progression of Christ's three years of preaching?

Just as the declarations in Isaiah are the foundational prophesy of Christ's coming, so are the Wisdom Texts the foundational bulwarks for the Holy Spirit's following after Christ's resurrection. The Apostles never questioned the authenticity of the Holy Spirit, because, as an integral member of the Trinity, she exuded confidence, faith, and trust. Why? Because of the declarations in the Wisdom Texts, as we will explore.



Introduction

One might think about the Old Testament (including the Middle Testament,⁵ commonly known as the Apocrypha) being presented in several types of documents: Prophetic (by the Prophets), Historical (documenting Judaic events), Cultural (setting rules and standards of behavior for the tribes), Legal (outlining the laws that govern the human universe), and Practical (how a person or group must believe, perceive, conceive, achieve, and receive the gifts and graces of the Lord and the Holy Spirit). It is this last arena that we focus on here.

Context is always important. Recall in Genesis 2:9

The *Lord* God made all kinds of trees grow out of the ground—trees that were pleasing to the eye and good for food. In the middle of the garden were the Tree of Life (and Wisdom) and the Tree of the Knowledge of Good and Evil.

Then the Lord warns in Genesis 16-17:

The *Lord* God commanded the man, “You are free to eat from any tree in the garden; but you must not eat from the tree of the knowledge of good and evil, for when you eat from it you will certainly die.”

When seeking the divine path, it is not the Tree of Knowledge of Good and Evil that will provide the fruit to sustain humanity, but the Tree of Life and Wisdom. This is the fundamental foundation of the Wisdom texts.

The Purpose of Proverbs and the Wisdom Texts

The Proverbs of Solomon, son of David, king of Israel are the most commonly cited source of wisdom, which states at the outset its real purpose in Chapter 1:

2for gaining wisdom and instruction;
for understanding words of insight;
3for receiving instruction in prudent behavior,
doing what is right and just and fair;

⁵ Authors Note: We can anticipate some theologians, particularly in the Protestant sector of Christianity, will excoriate us for resurrecting passages from the Apocrypha. It is certainly not our purpose to become entangled in the ancient debates about what should be included or not included in the Bible. We come from a very different perspective: Christianity is losing its grip on our social order. Society is deeply wounded by the falling away from Christ's teachings. We must rebuild our communities of faith, not simply by doing the same thing over and over again, expecting a different result. We need a transformative resurrection, a “regeneration,” a rethinking of our spiritual architecture. As Christian Crusaders we need every tool and craft to undertake this massive rebuilding. If some of these “tools and crafts” are located in forgotten scripture -- cast aside, but highly relevant today -- then we must use them with alacrity. When the Notre Dame Cathedral burned in 2017, we did not forsake it as old and useless. We combined the use of new technologies and old-world craftsmanship restore its ancient glory. We beseech all those who are tempted to fight inward battle about theological purity to stand back and see the big picture and our mission with this book -- to arm Christian Crusaders: Ministers and Priests, Lay Leaders and Evangelists, with the tools to resurrect Christianity and empower the depressed and disillusioned to enjoy the peace and happiness of abundance and friendship our Lord, Jesus Christ has promised.

4for giving prudence to those who are simple, ^a
knowledge and discretion to the young—
5let the wise listen and add to their learning,
and let the discerning get guidance—
6for understanding proverbs and parables,
the sayings and riddles of the wise. ^b

Every day we are consuming massive amounts of fruit from the Tree of Knowledge of Good and Evil instead of the fruits of the Tree of Life and Wisdom.

While Psalms is also considered a “wisdom” text, Psalms focuses more on *calming the soul*, than giving deep insight on *what people must do* to elevate their souls to fulfill God’s promise of Abundance.

Often overlooked are the wisdom texts in the Apocrypha, much to our disadvantage in today’s world that seems so devoid of wisdom. These Apocryphal texts include the Wisdom of Solomon and Ecclesiasticus, otherwise known as the Wisdom of Jesus of Sirach.

We wish not to engage in the argument as to whether the Apocryphal texts should or should not be included in our Christian Bible – that dispute will go on past our lifetimes. Rather, we sincerely believe there are many passages in the Middle Testament that add enormous value, hope, and inspiration to people in our modern age of turmoil and crisis. Christ was is certainly devoted to creating an Abundant Life “on earth as it is in heaven.” We believe that we should learn those things in scriptures that move us energetically in the direction of the divine.

How Should the Wisdom Texts be Organized?

In reading many old manuscripts, particularly the wisdom texts, it seems that several things may have happened in the production of those documents:

- Many seemed to be based on compendium of many smaller documents from an earlier era.
- They seem to have been produced over the course of many years, so ideas were jotted down as they came to the author(s) mind, thus a few of the ideas that were not fully developed in an earlier writing were written down on a later scroll in the evolution of the thinking.
- While it is clear, based on the writing, that there was excellent editing to produce the individual texts, there seems little evidence that they were integrated into one “book” that was thematically organized. That is the purpose of this “handbook” on Love thy Neighbor.”
- Over the years, scrolls may have been mixed up in the sequence, with little indication of which things were in what order. Many scrolls have been discovered in fragments requiring them to be pieced together. So the sequence of individual texts may have been disrupted.

For this reason, we chosen to take snippets and disjointed sequences and arranged them into themes that have deeper coherence and make the text meaningful. The Book of Proverbs has been thematically interwoven with the Wisdom of Sirach to create a whole picture as would have been known to the Hebrews at the time of Christ’s preaching. The themes are identified by

Headers which were added by this author, and were not in the original text, much like most modern New Testament versions have thematic headers to enable the reader to spot a particular parable or lesson.

Examining the Wisdom texts more closely, it is also clear that Solomon was the champion of acquiring wisdom and knowing how to avoid the pitfalls of folly lead to personal well-being, happy family relationships, fruitful labors and good standing in the community. Proverbs is a practical book dealing with the art of living.

But much more:

1. Practical Application of the Commandants:

When arranged topically, the collection of insights from the wisdom texts make it clear that the books of wisdom were intended to give much more instructional insight into the “Human Commandments” of the Ten Commandments

2. How to Love Thy Neighbor:

The Wisdom texts instruct humanity about how to have the right *mindsets* and take the right *action* on Leviticus 19:18 Love Thy Neighbor. This point is both important and often overlooked. The central theme of Christianity is to Love God and Love Thy Neighbor. Proverbs and the Wisdom texts becomes the “operating manual” to learn *how* to Love Thy Neighbor, and also what to *avoid*.

3. Defining the Role of the Holy Spirit:

While Isaiah is the prophetic heralding of Christ’s coming, the wisdom books are the cornerstone connecting Christ’s commandment to Love Thy Neighbor (John 13:34) setting the stage (John 14-16) for the Holy Spirit to lead the way after Christ leaves the earth. This then gives insight about why Mark, Matthew, and Luke warn that Blaspheming the Holy Spirit is the only unforgivable sin.

4. Ethics and Character Building:

The Wisdom books also aim at both creating ethical guidance and building personal character.

In this sense, the wisdom books become the “operational manuals” for fulfilling the promise of abundance by enabling people to work together synergistically – without the fear, uncertainty, doubt, distrust, and divisiveness that tears asunder families and communities.

Also, the wisdom texts alert us that Love Thy Neighbor is not, by any means a “carte blanche” for unconditional love of sinister villains, but instead a clarification of how we must think and act with discernment, prudently and judiciously to Love Thy Neighbor *Divinely*; and worthy of being loved and trusted individually and as part of community.



Time has Changed the Meaning of Words

The Bible was written over 2000 years ago. The Old Testament was written in Hebrew, and the New Testament in Greek, then into Latin and eventually into English. Each of these cultures had different meanings and connotations for words. And over the passage of the millennia, the meaning of words has changed. In particular two words in the wisdom texts stand out that, to the modern reader, may not make sense.

Fear of the Lord

The first is the use of the word “fear.” To “fear the Lord” confuses us because fear means something life-threatening or the presence of evil. For example, we “fear” the devil. To “fear” the Lord is to have the same visceral emotion we have toward the Devil. The new testament (1John4) tells us that perfect love drives out fear. For modern Christians, the use of “fear of the Lord” really means love, faith, trust, respect, awe, or allegiance. Thus, in this translation, we have used the modern connotations for clarity.

What is a Fool?

Throughout the Wisdom Books, the word *fool* appears several dozen times. The ways of the fool are often contrasted with the ways of the wise. Today our modern usage of a “fool” connotes “dupe,” “dope,” “ignoramus,” or just a “ridiculous person.”

But in the Wisdom texts, the word *fool* is defined far more broadly, because it had a very different meaning in ancient times. While the main thrust of the word “fool” means someone who lacks wisdom, has no concern for others, does not desire to avoid sin, and brags about his sinful actions. There are 10 basic meanings and uses of “fool” in Scripture, listed in the order of the least to the most dangerous:



1. **Simple Fool:**

These are the simple-minded, but they are still teachable (today's we would think of the ignorant, stupid, or naïve)

2. **Babbling Fool:**

[Proverbs 10:8](#) refers to a "babbling fool." One trait of a fool is that he is a constant talker who is not known for listening to wisdom (see also 10:10).

3. **Reckless Fool:**

[Proverbs 14:16](#) teaches that "a fool is reckless and careless." A fool does not plan ahead but rather lives life without considering the impact his actions have on himself and others.

4. **Self-Righteous, Arrogant Fool:**

[Proverbs 12:15](#) says, "The way of a fool is right in his own eyes, but a wise man listens to advice." The fool rejects the advice of others and instead listens only to himself.

5. **Noxious, Self-Centered Fool:**

[Proverbs 10:14](#) states, "The mouth of a fool brings ruin near." This contrasts the speech of the fool with the knowledge of the wise. This overbearing bone-head does not care about learning. He's too busy talking.

6. **Slandorous Bullying Perturbing Fool:**

[Proverbs 10:18](#) teaches, "Whoever utters slander is a fool." The fool will speak poorly of other people rather than be known as an encourager.

7. **Sinful Immoral Dominating Fool:**

[Proverbs 10:23](#) adds that "doing wrong is like a joke to a fool." A foolish person does not take sin or its consequences seriously. They have hardened their hearts – rejecting the divine, lack a conscience, morality & ethics, the Machiavellian Manipulators who put power over love of God & Neighbor

8. **Mutinous, Rebellious, Antagonistic Fool:**

[Proverbs 15:5](#) shows that "a fool despises his father's instruction." The foolish person will not listen to his parents or obey them. In fact, he spurns what his father says. The word in this verse means "rebellious" or "mutinous" meaning a person is morally worthless, or a rebel against God.

9. **Notorious Tyrannical Tormenting Fool:**

[Proverbs 13:16](#) notes, "A fool flaunts his folly." In other words, a foolish person is proud of his wrong actions. This is the disreputable, self-centered Megalomaniacal Narcissist who rejects morality in favor of his own self-interest.

10. **Wicked/Villainous/Devilish/Brute Fool:**

This is the Villainous or scheming beast. Evil fool Often in Scripture, a fool is associated with wickedness and a direct denial of God (e.g., in [Psalm 53:1](#)). Because God has infinite wisdom, the person who neglects God will naturally miss out on wisdom—he will become a fool. A fool is anyone who does not follow the warnings and commands of God. a sadistic psycho/sociopath

It is NOT the NOUN: a "FOOL" in today's English, that best describes the nature of the fool in the ancient form. Today's VERB "TO FOOL" best describes its ancient meaning.

Synonyms for the VERB "To Fool" someone means to cheat, steal, lie, deceive, defraud, delude, be devious, dupe, hoodwink, chicanery, con/hoax, outfox, scam, play a trick, put one over on, suck in

Synonyms for Evil or Wicked Fools are: devilish, nasty, vicious, villainous, abominable, contemptible, debased, degenerate, depraved, dissolute, fiendish, foul, heartless, heinous, immoral, impious, incorrigible, mean, nefarious, profane, rotten, scandalous, shameful, shameless, sinful, unethical, unprincipled, unrighteous, vile, worthless,

For the sake of clarity, today's meaning has been substituted into the original text.

Scripture is clear we are to avoid living as a fool nor should we take counsel or guidance from the fool, rather, we are to take our direction from the Lord and the Holy Spirit Lord, walk in Their wisdom, and follow Their ways. We know that "those who walk in wisdom are kept safe" ([Proverbs 28:26](#)).



Themes in the Three Wisdom Books

As we explore the Wisdom texts – *Proverbs of Solomon*, *Wisdom of Sirach* (Ecclesiasticus) and *Wisdom of Solomon* -- common uniting themes are interwoven throughout:

1. **Trust in God:**

The Wisdom texts teaches that we should trust in God and rely on him for guidance and support. He is the ultimate source of wisdom and strength. It means to respect and obey God, and to live in accordance with his will. It is the foundation for all the abundance and righteousness that will flow into and through humanity.

The hope for resurrection will be is a natural part of life. We should not fear it, but we should prepare for it by living a good life. The dead will be raised to life at the end of time. This gives us hope and comfort in the face of death.

2. **Value of Wisdom:**

Wisdom is more valuable than the yearning for material possessions, which can actually take our focus away from our ability to prosper fully, both spiritually and materially. Wisdom is the ability to make great choices and live an abundant life. The Holy Spirit is the Source of Wisdom. Listen and abide by her guidance.

Education is essential for acquiring wisdom. We should study the scriptures, the writings of the wise, and the world around us. The wisdom texts teach us to seek out wise counsel from others, which aids us in avoiding mistakes and making better decisions.

Wisdom instructs us to avoid extremes in all things. We should be content with what we have and not be greedy or envious.

3. **Friendships are Central to an Abundant Life:**

The books of Wisdom instruct us we must value our friends and treat them with kindness and respect. True friends will be there for us in both times joy and adversity.

Friends are a source of support and encouragement. This is a mutual commitment; we must treat them with kindness, gentleness, and compassion. Fidelity and loyalty, especially in difficult times, is essential. Friendly and trustworthy people are more likeable, thus attracting others of similar qualities, helping build strong relationships.

Marriage is a very special and sacred form of friendship. It is a holy union between a man and a woman. It should be entered into with careful consideration and should be honored and respected.

Family is a gift from God, which involves a mosaic of expressions of divine love. Familial friendships should be cherished; we must honor our parents; and care for our children.



4. **Honesty, Integrity & Discipline:**

It is not enough to fear [trust] God, but we must convert this trust into real actions and deeds. These good works include helping others, being honest and just, and living a moral life.

The wisdom books teach that we should be honest and trustworthy in all our dealings. This will lead to a good reputation and a successful life. Discipline is necessary for both children and adults to learn the lessons of our mistakes, which leads to us to become better people, partners, and friends.

Nothing worth achieving will come easily. Hard work and diligence are essential for success. Those with the dedication, discipline, and willingness to work diligently will be rewarded for their efforts.

5. **Avoid Fools & Villains:**

Often in today's world we equate "Love Thy Neighbor" with "Unconditional Love." Reading the wisdom books, clearly this is not the intent. Wise counsel is clear, direct, and specific: Avoid those who will poison your soul, tempt you to turn your back on God, and lead you down the paths of perdition.

Wealth and power can also be a temptation to sin. Avoid the fools and villains that will destroy your soul, ruin your relationships, and cause great grief. We should not let them corrupt us or lead us to do wrong.



Chapter 1: Weeding the Garden: Warnings & Avoidances

These passages thematically interweave the Proverbs of Solomon with the Wisdom of Sirach.

Beware Evil & Wickedness

RPL Note: This Section needs minor edits: Write a Preface,

A wicked soul will destroy him who has it,
and will make him a laughing stock to his enemies.

A sinner will waste the property of his guarantor.
He who is thankless will fail him who delivered him.

Separate yourself from your enemies,
and beware of your friends.

Don't envy the success of a sinner;
for you don't know what his end will be.

Never trust your enemy,
for his wickedness is like corrosion in copper.

Though he humbles himself and walks bowed down,
still be careful and beware of him.

You will be to him as one who has wiped a mirror,
to be sure it doesn't completely tarnish.

Don't set him next to you,
lest he overthrow you and stand in your place.

Don't let him sit on your right hand,
lest he seek to take your seat,
and at the last you acknowledge my words,
and be pricked with my sayings.

A troublemaker and a villain,
who goes about with a corrupt mouth,
who winks maliciously with his eye,
signals with his feet
and motions with his fingers,
who plots evil with deceit in his heart
—he always stirs up conflict

Therefore, disaster will overtake him in an instant;
he will suddenly be destroyed
—without remedy. (Proverbs 6:12-16)



The righteous choose their friends carefully,
but the way of the wicked leads them astray. (Proverbs 12:26)
An unfriendly person pursues selfish ends
and against all sound judgment starts quarrels. . (Proverbs 18:1)

The Fool is Wicked (Evil)

The Wicked says in his heart,
"There is no God." (Psalm 14:1)

Wisdom will save you from the ways of wicked men,
from men whose words are perverse,
who have left the straight paths
to walk in dark ways,
who delight in doing wrong
and rejoice in the perverseness of evil,
whose paths are crooked
and who are devious in their ways. (Proverbs 2:12-15)

Villains take pleasure in wicked deeds,
but those of understanding embrace wisdom (Proverbs 10:23).

The plans of the righteous are just,
but the advice of the wicked is deceitful. (Proverbs 12:5).

A longing fulfilled is sweet to the soul,
but the wicked detest turning from evil. (Proverbs 13:19).

The wisdom of the prudent is to give thought to their ways,
but the perversion of the dreadful is deceit (Proverbs 14:8).

It is to one's honor to avoid strife,
but every ignoramus is quick to quarrel. (Proverbs 20:3).

Wisdom is too high for degenerates;
in the assembly at the gate
they must not open their mouths.

Whoever plots evil
will be known as a schemer.
The schemes of the derisive are sinful,
and people will detest these mockers. (Proverbs 24:7-9).

Eat honey, my son, for it is good;
honey from the comb is sweet to your taste.



HOW TO LOVE THY NEIGHBOR

Know also that wisdom is like honey for you:
If you find it, there is a future hope for you,
and your hope will not be cut off.

Do not lurk like a thief near the house of the righteous,
do not plunder their dwelling place;
for though the righteous fall seven times, they rise again,
but the wicked stumble when calamity strikes.

The lips of the righteous nourish many,
but the unprincipled die for lack of sense. ([Proverbs 10:21](#)).

Whoever brings ruin on their family will inherit only wind,
and the [contemptible] will be servants to the wise. ([Proverbs 11:29](#)).

The way of the arrogant seems right in his own eyes,
but the wise listen to advice.

The noxious show their annoyance at once,
but the prudent overlook an insult.

An honest witness tells the truth,
but a false witness tells lies.

The words of the reckless pierce like swords,
but the tongue of the wise brings healing.

Truthful lips endure forever,
but a lying tongue lasts only a moment.

Deceit is in the hearts of those who plot evil,
but those who promote peace have joy.

No harm overtakes the righteous,
but the wicked have their fill of trouble.

The Lord detests lying lips,
but he delights in people who are trustworthy.

The prudent keep their knowledge to themselves,
but a fool's heart blurts out foolishness. ([Proverbs 12:15-23](#)).

A fool flaunts his folly ([Proverbs 13:16](#)).



The companion of fools shall smart for it ([Proverbs 13:20](#)).

The foolish plucketh it down with her own hands ([Proverbs 14:1](#)).

The fool beareth himself insolently, and is confident ([Proverbs 14:16](#)).

He that is soon angry will deal foolishly ([Proverbs 14:17](#)).

The folly of fools is only folly ([Proverbs 14:24](#)).

He that is hasty of spirit exalteth folly ([Proverbs 14:29](#)).

That which is in the inward part of fools is made known ([Proverbs 14:33](#)).

The lips of the wise disperse knowledge;

But the heart of the foolish doeth not so ([Proverbs 15:7](#)).

Folly is joy to him that is void of wisdom ([Proverbs 15:21](#)).

The correction of fools is their folly ([Proverbs 16:22](#)).

Avoid the Wicked Women

Be delivered away from the immoral woman,
From the seductress who flatters with her words,
Who forsakes the companion of her youth,
And forgets the covenant of her God.

For her house leads down to death,
And her paths to the dead;
None who go to her return,
Nor do they [b]regain the paths of life
—So you may walk in the way of goodness,
And keep to the paths of righteousness.

For the upright will dwell in the land,
And the blameless will remain in it;
But the wicked will be [cut off from the earth,
And the unfaithful will be uprooted from it. ([Proverbs 2:16-22](#)).

Keep thee from the grasp of an evil woman,
From the flattering tongue of a seductress.

Do not lust after her seductive beauty with blind heart,
Nor let her allure you with her eyelids.



For by craftiness of a harlot
A man is reduced to a mere crust of bread;
And an adulteress will prey upon his precious life. ([Proverbs 6:24-26](#)).

He that enters the home his neighbor's wife;
Whosoever touches her
shall not go unpunished ([Proverbs 6:29](#)).

He that commits adultery with a woman
is devoid of understanding the ways of the divine. ([Proverbs 6:32](#)).

There he met a woman
With the attire of a harlot, and wily of heart ([Proverbs 7:10](#)).
With her great persuasion
she entices him;
With her flattering lips
she lures him.
He follows her on impulse,
like an ox going to the slaughter,
like a deer bounding into a trap,
until an arrow pierces his liver,
like a bird darting into a snare
—not knowing it will cost him his life.

Now, my sons, listen to me,
and attend to the words of my mouth.
Do not let your heart turn to behold her ways;
do not stray into her paths.
For she has brought many down to death;
her slain are many in number.

Her house is the road to Hell,
descending to the chambers of death. ([Proverbs 7: 21-27](#)).

The uncouth woman is rowdy;
she is gullible and disdains wisdom,
knowing nothing.

She sits by the doorway of her house,
on a seat at the highest point of the city,
calling to those who pass by,
who go straight ahead on their paths:



HOW TO LOVE THY NEIGHBOR

Whoever is inexperienced, enter here!"

To the one who lacks sense, she says,
Stolen water is sweet,
and bread eaten in secrecy is delicious!" ([Proverbs 9:13](#)).

As a ring of gold in a swine's snout,

So is a fair woman that is without discretion ([Proverbs 11:22](#)).

A worthy woman is the crown of her husband;

But she that maketh ashamed is as rottenness in his bones ([Proverbs 12:4](#)).

The wise woman keeps a tidy house,

but the careless one tears hers apart. with her own hand. ([Proverbs 14:1](#)).

A quarrelsome a wife buries the spirit,

as annoying as constant dripping ([Proverbs 19:14](#)).

Spouting off before listening to the facts
is both shameful and foolish. ([Proverbs 18:13](#))

A prudent wife is gift from God.

It is better to dwell in the corner of an attic

Than with a contentious woman in a mansion. ([Proverbs 21:9](#)).

It is better to dwell in solitude in the desert,

Than with a contentious and fretful woman ([Proverbs 21:19](#)).

A harlot is a deep ditch;

And a foreign woman is a narrow pit ([Proverbs 23:27](#)).

It is, better to dwell in the corner of the housetop, Than with a contentious woman in
a wide house ([Proverbs 25:24](#)).

Take his garment that is surety for a stranger;

And hold him in pledge that is surety for a foreign woman ([Proverbs 27:13](#)).

A continual dropping in a very rainy day

And a contentious woman are alike ([Proverbs 27:15](#)).

An adulterous woman consumes a man,

then wipes her vulgar mouth saying, "I have done nothing wickedness ([Proverbs 30:20](#)).

There are three things that make the earth tremble and cannot endure:

an overbearing scoundrel who prospers,



an odious and bitter woman who finally snares a husband,
a wily servant girl who outs her mistress. ([Proverbs 30:21-23](#)).

Warning Against Adultery

My son, keep your father's command
and do not forsake your mother's teaching.

Bind them always on your heart;
fasten them around your neck.

When you walk, they will guide you;
when you sleep, they will watch over you;
when you awake, they will speak to you.

For this command is a lamp,
this teaching is a light,
and correction and instruction
are the way to life,
keeping you from your neighbor's wife,
from the smooth talk of a wayward woman.

Do not lust in your heart after her beauty
or let her captivate you with her eyes.
For a prostitute can be had for a loaf of bread,
but another man's wife preys on your very life.
Can a man scoop fire into his lap
without his clothes being burned?
Can a man walk on hot coals
without his feet being scorched?

So is he who sleeps with another man's wife;
all who touches her will be punished.

People do not despise a thief if he steals
to satisfy his hunger when he is starving.
Yet if he is caught, he must pay sevenfold,
though it costs him all the wealth of his house.
But a man who commits adultery has no sense;
whoever does so destroys himself.



Blows and disgrace are his lot,
and his shame will never be wiped away.

Wisdom will save you also from the adulterous woman,
from the wayward woman with her seductive words,
who has left the partner of her youth
and ignored the covenant she made before God.
Surely her house leads down to death
and her paths to the spirits of the dead.

None who go to her return
or attain the paths of life. (Proverbs 2:16-19)

For jealousy arouses a husband's fury,
and he will show no mercy when he takes revenge.
He will not accept any compensation;
he will refuse a bribe, however great it is. (Proverbs 6:20-35)

The Great Shames

Be ashamed in regard of the truth of God and his covenant
of sexual immorality before father and mother,
of a lie before a prince and a mighty man,
of an offense before a judge and ruler,
of iniquity before the congregation and the people,
of unjust dealing before a partner and friend, and
of theft in the place where you sojourn
of abusive speech to friends—and after you have given, don't insult,
of repeating and speaking what you have and
of revealing of secrets.

So you will be ashamed of the right things and find favor in the sight of every man.
Don't be ashamed of these things, and don't sin to save face:

of the law of the Most High and his covenant,
of judgment to do justice to the ungodly,
of reckoning with a partner and with travelers,
of a gift from the inheritance of friends,
of exactness of scales and weights,
of getting much or little,



of bargaining dealing with merchants,
of frequent correction of children, and
of making the back of an evil slave to bleed.

Control Your Ego

Don't exalt yourself in the counsel of your soul,
that your soul not be torn in pieces like a bull.
You will eat up your leaves, destroy your fruit,
and leave yourself like a dry tree.

Control Your Soul & Your Wealth

To son and wife, to brother and friend,
don't give power over yourself while you live,
and don't give your goods to another,
lest you regret it and must ask for them.

Disparities of Wealth

All flesh associates with their own kind.
A man will stick to people like himself.
What fellowship would the wolf have with the lamb?
So is the sinner to the godly.
What peace is there between a hyena and a dog?
What peace is there between a rich man and the poor?
When a rich man is shaken,
he is supported by his friends.
But when the humble is down,
he is pushed away even by his friends.
The rich hath many friends (Proverbs 14:20).
Every man is a friend to him that giveth gifts (Proverbs 19:6).
To the Wealthy are added many friends;
But the poor is separated from his friend (Proverbs 19:4).
When a rich man falls, there are many helpers.
He speaks things not to be spoken, and men justify him.
A humble man falls,
and foolish men rebuke him.



All the brethren of the poor do hate him:

How much more do his friends go far from him! (Proverbs 19:7).

A rich man speaks, and all keep silence.

They extol what he says to the clouds.

A poor man speaks, and they say, Who is this?

If he stumbles, they will help to overthrow him.

The bread of the needy is the life of the poor.

He who deprives him of it is a man of blood.

Like one who murders his neighbor is he who takes away his living.

Like a shedder of blood is he who deprives a hireling of his hire.

Avoid Making Enemies

Don't become an enemy instead of a friend;

for an evil name will inherit shame and reproach.

So it is with the sinner who has a double tongue.

Abstain from strife, and you will diminish your sins,

for a passionate man will kindle strife.

A man who is a sinner will trouble friends

and sow discord among those who are at peace.

As is the fuel of the fire, so it will burn;

and as the stoutness of the strife is, so it will burn.

As is the strength of the man, so will be his wrath;

and as is his wealth, so he will exalt his anger.

A contention begun in haste kindles a fire;

and hasty fighting sheds blood



Chapter 2: Wisdom of Love

RPL Note: This Section needs minor edits: Write a Preface,

Avoid Fools For They Shun Wisdom

The respectful fear of the LORD is the beginning of knowledge

The foolish despise wisdom and instruction ([Proverbs 1:7](#)).

How long will you clueless people love your naïveté,
mockers hold their mocking dear, and fools hate knowledge? ([Proverbs 1:22](#)).

The waywardness of the listless will slay them,
and the complacency of lethargic will destroy them.

But whoever listens to my wisdom will dwell in safety,
secure from the fear of evil." ([Proverbs 1:32](#)).

The gift of a fool will not profit you,
for he looks for repayment many times instead of one.

He will give little and insult much.

He will open his mouth like a crier.

Today he will lend, and tomorrow he will ask for it back.

Such a one is a hateful man.

The fool will say, I have no friend,
and I have no thanks for my good deeds.

Those who eat my bread have an evil tongue.

How often, and of how many,
will he be laughed to scorn!

A fool will travail in pain with a word,
as a woman in labor with a child.

The wise shall inherit glory (all honor and good)
but shame is the highest rank conferred on arrogant fools.

Do not envy a violent man
or choose any of his ways;
for the LORD detests the perverse,
but He is a friend to the upright.



HOW TO LOVE THY NEIGHBOR

The curse of the LORD is on the house of the wicked,
but He blesses the home of the righteous.
He scorns the scorers,
but gives grace to the humble.

The wise will inherit honor,
but connivers are held up to shame. (Proverbs 3:31-35).

The foolish woman is clamorous (Proverbs 9:13).

A prating fool shall fall (Proverbs 10:8).

If a wise man hath a controversy with a foolish man,
Whether he be angry or laugh,
there will be no rest (Proverbs 29:9).

A fool utters all his anger (Proverbs 29:11).

If thou hast done foolishly in lifting up thyself...
Lay thy hand upon thy mouth (Proverbs 30:32).

Rebuke enters deeper into one that has understanding
Than a hundred stripes into a fool (Proverbs 17:10).

Let a bear robbed of her whelps meet a man,
Rather than a fool in his folly (Proverbs 17:12).

Wherefore is there a price in the hand of a fool to buy wisdom,
Seeing he hath no understanding? (Proverbs 17:16).

The eyes of a fool are in the ends of the earth (Proverbs 17:24).

A fool hath no delight in understanding,
But only that his heart may reveal itself (Proverbs 18:2).

The foolishness of man subverts his way (Proverbs 19:3).

Delicate living is not seemly for a fool (Proverbs 19:10).

Judgments are prepared for scoffers,
And stripes for the back of fools (Proverbs 19:29).

There is precious treasure and oil in the dwelling of the wise;
But a foolish man swalloweth it up (Proverbs 21:20).

Wisdom is too high for a fool:
He openeth not his mouth in the gate (Proverbs 24:7) .

Honor is not seemly for a fool (Proverbs 26:1).



A whip for the horse, a bridle for the ass,
And a rod for the back of fools ([Proverbs 26:3](#)).

Answer not a fool according to his folly,
Lest thou also be like unto him.
Answer a fool according to his folly,
Lest he be wise in his own conceit ([Proverbs 26:4,5](#)).

The legs of the lame hang loose;
So is a parable in the mouth of fools ([Proverbs 26:7](#)).

As a thorn that goeth up into the hand of a drunkard,
So is a parable in the mouth of fools ([Proverbs 26:9](#)).

As one that bindeth a stone in a sling,
So is he that giveth honor to a fool ([Proverbs 26:8](#)).

As an archer that woundeth all,
So is he that hireth a fool ([Proverbs 26:10](#)).

As a dog that returneth to his vomit,
So is a fool that repeateth his folly ([Proverbs 26:11](#)).

Seest thou a man wise in his own conceit?
There is more hope of a fool than of him ([Proverbs 26:12](#)).

A stone is heavy, and the sand weighty;
But a fool's vexation is heavier than they both ([Proverbs 27:3](#)).

Though thou shouldest bray a fool in a mortar with a pestle along with bruised
grain, Yet will not his foolishness depart from him ([Proverbs 27:22](#)).

He that trusteth in his own heart is a fool ([Proverbs 28:26](#)).

The earth doth tremble... for... a fool when he is filled with food ([Proverbs 30:21,22](#)).

The Fool Dishonors his Mother and Father

A foolish son weighs heavily upon his mother ([Proverbs 10:1](#)).

A fool despises his father's correction ([Proverbs 15:5](#)).

A foolish man despises his mother ([Proverbs 15:20](#)).

To have a fool for a child brings grief;
there is no joy for the parent of a godless fool. ([Proverbs 17:21](#)).

A foolish son is a grief to his father,
And bitterness to her that bare him ([Proverbs 17:25](#)).



A foolish son is the calamity of his father ([Proverbs 19:13](#)).

Foolishness is bound up in the heart of a child;
But the rod of correction shall drive it far from him ([Proverbs 22:16](#)).

Beware the Speech of a Fool

The mouth of the foolish is a present destruction ([Proverbs 10:14](#)).

He that utters a slander is a fool ([Proverbs 10:18](#)).

In the mouth of the foolish is a rod for his pride ([Proverbs 14:3](#)).

Go into the presence of a foolish man,
And thou shalt not perceive in him the lips of knowledge ([Proverbs 14:7](#)).

A trespass-offering mocketh fools ([Proverbs 14:9](#)).

The mouth of fools poureth out folly ([Proverbs 15:2](#)).

The mouth of fools feedeth on folly ([Proverbs 15:14](#)).

Excellent speech becometh not a fool ([Proverbs 17:7](#)).

Even a fool, when he holdeth his peace, is counted wise;
When he shutteth his lips, he is esteemed as prudent ([Proverbs 17:28](#)).

He that giveth answer before he heareth,
It is folly and shame unto him ([Proverbs 18:13](#)).

A fool's lips enter into contention,
And his mouth calleth for stripes ([Proverbs 18:6](#)).

A fool's mouth is his destruction,
And his lips are the snare of his soul ([Proverbs 18:7](#)).

Better is the poor that walketh in his integrity
Than he that is perverse in his lips and is a fool ([Proverbs 19:1](#)),

Speak not in the hearing of a fool;
For he will despise the wisdom of thy words ([Proverbs 23:9](#)).

Seest thou a man, that is hasty in his words?
There is more hope of a fool than of him ([Proverbs 29:20](#)).

Moral Benefits of Wisdom

Keep my teaching with you all the time;
write it on your heart.



Treat wisdom as your sister,
and insight as your closest friend. (Proverbs 7:3-4)

My son, if you accept my words
and store up my commands within you,
turning your ear to wisdom
and applying your heart to understanding—
indeed, if you call out for insight
and cry aloud for understanding,
and if you look for it as for silver
and search for it as for hidden treasure,
then you will understand the fear of the Lord
and find the knowledge of God

For the Lord gives wisdom;
from his mouth come knowledge and understanding.

He holds success in store for the upright,
he is a shield to those whose walk is blameless,
for he guards the course of the just
and protects the way of his faithful ones.

Then you will understand what is right and just
and fair—every good path.
For wisdom will enter your heart,
and knowledge will be pleasant to your soul.

Discretion will protect you,
and understanding will guard you. (Proverbs 2:1-11)

Wisdom with Age

Blessed is the man who meditates on wisdom,
and who reasons by his understanding.
If you gathered nothing in your youth,
how could you find anything in your old age?
Don't babble in the assembly of elders.
Don't repeat your words in your prayer.
How beautiful a thing is judgment in the gray-haired,
and for elders to know good counsel!



How beautiful is the wisdom of old men,
and understanding and counsel to men who are in honor!
Much experience is the crown of the aged.
Their glory is the love and trust of the Lord.

WISDOM REIGNS

To know wisdom and instruction,
to understand words of insight,
to receive instruction in wise dealing,
in righteousness, justice, and equity;
to give prudence to the simple,
knowledge and discretion to the youth
—Let the wise hear and increase in learning,
and the one who understands obtain guidance,
to understand a proverb and a saying,
the words of the wise and their riddles.
The love of the Lord is the beginning of knowledge;
fools despise wisdom and instruction. (Proverbs 1:17).

The Call of Wisdom

Wisdom [the Holy Spirit] cries aloud in the street,
in the markets She raises her voice;
at the head of the noisy streets she cries out;
at the entrance of the city gates She speaks:
“How long, O simple ones, will you love being simple?
How long will scoffers delight in their scoffing
and fools hate knowledge?
If you turn at my reproof,
behold, I will pour out my spirit to you;
I will make my words known to you.
Because I have called and you refused to listen,
have stretched out my hand and no one has heeded,
because you have ignored all my counsel
and would have none of my reproof,
I also will laugh at your calamity;
I will mock when terror strikes you,
when terror strikes you like a storm



and your calamity comes like a whirlwind,
when distress and anguish come upon you.
Then they will call upon me, but I will not answer;
they will seek me diligently but will not find me.
Because they hated knowledge
and did not choose to love and trust of the Lord,
would have none of my counsel,
and despised all my reproof,
therefore they shall eat the fruit of their way,
and have their fill of their own deviousness.
For the simple are killed by their turning away,
and the complacency of fools destroys them;
but whoever listens to me will dwell secure
and will be at ease, without dread of disaster." (Proverbs 1:20-33).

The Value of Wisdom

My son, if you receive my words
and treasure up my commandments with you,
incline thine ear to be attentive to wisdom
and incline your heart to understanding;
yes, if you call out for insight
and raise your voice for understanding,
if you seek it like silver
and search for it's for hidden treasures,
then you will understand how to love and trust in the Lord
and find the knowledge of God.
For the Lord gives wisdom;
from his mouth come knowledge and understanding;
He stores up sound wisdom for the upright;
He is a shield to those who walk in integrity,
guarding the paths of justice
and watching over the way of his saints.
Then you will understand righteousness and justice
and equity, every good path;
for wisdom will come into your heart,
and knowledge will be pleasant to your soul;
discretion will watch over you,
understanding will guard you,
delivering you from the way of evil,



from men of perverted speech,
who forsake the paths of uprightness
to walk in the ways of darkness,
who rejoice in doing evil
and delight in the perverseness of evil,
men whose paths are crooked,
and who are devious in their ways. (Proverbs 2:2-15).

Trust in the Lord with All Your Heart

Trust in the Lord with all your heart,
and do not rely upon alone on your own understanding.
In all your ways acknowledge Him,
and He will make straight your paths.
Be not wise in your own eyes;
but trust the Lord,
and turn away from evil.
It will be healing to your flesh
and refreshment to your bones.
Honor the Lord with your wealth
and with the first fruits of all your produce;
then your barns will be filled with plenty,
and your vats will be bursting with wine.

My son, do not despise the Lord's discipline
or be weary of his reproof,
for the Lord rebukes those he loves,
just as a father to the son in whom he delights.

Blessed Is the One Who Finds Wisdom

Blessed is the one who finds Wisdom [the Holy Spirit],
and the one who advances understanding,
for the gain from Her is better than gain from silver
and Her profit better than gold.
She is more precious than jewels,
and nothing you desire can compare with Her.
Long life is in Her right hand;
in Her left hand are riches and honor.
Her ways are ways of pleasantness,
and all Her paths are peace.



HOW TO LOVE THY NEIGHBOR

She is the Tree of Life to those who lay hold of Her;
those who hold Her fast are called blessed.
The Lord, by Wisdom [the Holy Spirit at His side] founded the earth;
by understanding He established the heavens;
by His knowledge the deeps broke open,
and the clouds drop down the dew.
My son, do not lose sight of these—
keep sound wisdom and discretion,
and they will be life for your soul
and adornment for your neck.
Then you will walk on your way securely,
and your foot will not stumble.
If you lie down, you will not be afraid;
when you lie down, your sleep will be sweet.
Do not be afraid of sudden terror
or of the ruin of the wicked, when it comes,
for the Lord will be your confidence,
and will keep your foot from being caught
Do not withhold good from those to whom it is due,
when it is in your power to do it.
Do not say to your neighbor, "Go, and come again,
tomorrow I will give it"
—when you have it with you.
Do not plan evil against your neighbor,
who dwells trustingly beside you.
Do not contend with a man for no reason,
when he has done you no harm.
Do not envy a man of violence
and do not choose any of his ways,
for the devious person is an abomination to the Lord,
but the upright are in his confidence.
The Lord's curse is on the house of the wicked,
but He blesses the dwellings of the righteous.
Toward the scorners He is casts His disdain,
but to the humble He blesses with favor.
The wise will inherit honor,
but the wicked receive disgrace. (Proverbs 3:1-35).



A Father's Wise Instruction

Gain Wisdom; receive the wonders of Her insight;
do not forget, do not turn away from the words of my mouth.
Do not abandon [the Holy Spirit], and She will protect you;
love Her, and She will guard and watch over you.
The beginning of wisdom is this:
embrace the Holy Spirit,
and whatever you receive,
acquire deep insight from Her.
Prize Her highly, and She will exalt you;
She will honor you if you embrace Her.
She will place on your head a divine garland of grace;
she will bestow on you a crest of beauty." (Proverbs 4:5-9).

Say unto Wisdom [the Holy Spirit],
"Thou art my sister, my *intimate* and *dearest* friend,"
And call upon Her understanding as you would
an esteemed member of your own family. (Proverbs 7:4).

The Excellence of Wisdom

Does not Wisdom [the Holy Spirit] cry out,
And Her insight lift you up with Her divine voice?
She takes Her stand on the top of a high hill,
Beside the way, where the paths meet.
She cries out by the gates, at the entry of the city,
At the entrance of the doors:
"To you, O men, I call,
And my voice a melody is to the sons of men."
O you simple ones, understand foresight,
And you fools, be of an understanding heart.
Listen, for I will speak of excellent revelations,
And from the opening of my lips will flow perfect guidance;
For my mouth will speak divine truth;
Wickedness is an abomination to my lips.
All the words of my mouth are filled with righteousness;
Nothing crooked nor perverse flows from them.
These words are all plain to him whose heart understands,
And resplendent to those who seek inspired insights.



Choose my instruction rather than sterling silver,
And my understanding rather than pure gold;
For my wisdom is better than the finest rubies,
I, Wisdom, share my home together with sound judgment.
I know where to discover deep truth and divine discernment. (Proverbs 8:1-12).

When pride comes, disgrace follows,
but with humility comes wisdom.
The person who gives freely,
receive greater gains,
while another who withholds what is right,
only to be stricken with poverty of the soul.
A generous person will be enriched,
and the one who gives a drink of water
will receive graceful waters in return.
People will curse anyone who hoards grain,
but a blessing will come to the one who sells it.
The one who searches for what is good seeks favor,
but if someone looks for trouble, it will come to him.
Anyone trusting in his riches will fall,
but the righteous will flourish like foliage.
The one who brings ruin on his household,
will inherit the whirl wind,
and a fool will be mastered by
someone whose heart is wise.
The fruit of the righteous is a Tree of life,
but a cunning person takes lives.
If the righteous receive their due on earth,
how much more the ungodly sinners shall suffer! (Proverbs 11:2, 23-30).

The Holy Spirit of Wisdom & Friendships

He who considers Her [Sophia/Wisdom] ways in his heart
will also have knowledge of Her secrets.
Go after Her like a hunter,
and lie in wait in Her paths.
He who peers in at Her windows
will also listen at Her doors.
He who lodges close to Her house
will also fasten a nail in Her walls.



He will pitch his tent near at hand to Her,
and will lodge in a lodging where good things are.

He will set his children under Her shelter,
and will rest under Her branches.

By Her he will be covered from heat,
and will lodge in Her glory.

He who fears the Lord will do this.

He who has possession of the law will obtain Her.
She will meet him like a mother,
and receive him like a wife married in Her virginity.

She will feed him with bread of understanding
and give him water of wisdom to drink.

He will be stayed upon Her, and will not be moved.

He will rely upon Her, and will not be confounded-
She will exalt him above his neighbors.

She will open his mouth in the midst of the congregation.

He will inherit joy, a crown of gladness,
and an everlasting name.

Foolish men will not obtain Her.

Sinners will not see Her.

She is far from pride.

Liars will not remember Her.

He who is wise in words will make himself beloved;
but the pleasantries of fools will be wasted.

Seek Wise Counsel for Elevating Friendships

Let those that are at peace with you be many,
but your advisers one of a thousand.

Let your conversation be with men of understanding.

Let all your discourse be in the law of the Most High.

Let righteous people be companions at your table.

Let your glorying be in the fear of the Lor

Counsel in the heart of man is like deep water;
But a man of understanding will draw it out ([Proverbs 20:5](#)).



Every purpose is established by counsel ([Proverbs 20:18](#)).

There is no... counsel against Jehovah ([Proverbs 21:30](#)).

Have not I written unto thee excellent things of counsels? ([Proverbs 22:20](#)).

In the multitude of counsellors there is safety ([Proverbs 24:6](#)).

Oil and perfume rejoice the heart;

So doth the sweetness of a man's friend that cometh of hearty counsel ([Proverbs 27:9](#)).

Proverbs 31 The words of King Lemuel—
a pronouncement with which his mother encouraged him.

2 What my son!

What my son whom I conceived!

What,] my son to whom I gave birth!

3 Never devote all your energy to sex,
or dedicate your life to destroying kings.

4 It is not for kings, Lemuel—

Not for kings to drink wine
or for rulers to desire liquor.

5 Otherwise, they may drink and forget what has been ordained,
perverting justice for all the oppressed.

6 Give liquor to someone who is perishing,
and wine to someone who is deeply depressed.

7 Let him drink, forget his poverty,
and remember his troubles no more.

8 Speak for those who cannot speak;
seek justice for all those on the verge of destruction.

9 Speak up, judge righteously,
and defend the rights of the afflicted and oppressed.



Chapter 3: What You Must Do to Love Thy Neighbor

God's Command to Love Thy Neighbor

RPL Note: This Section needs minor edits: Write a Preface, and to the KJV Proverbs

He said to them, Beware of all unrighteousness

So He gave them commandment, each man concerning his neighbor.

When a man has finished [with his life],
then he is just at the beginning.

When he stops, then he will be perplexed.

What is mankind, and what purpose do they serve?

What is their good, and what is their evil?

The number of man's days at the most are a hundred years.

As a drop of water from the sea, and a pebble from the sand,
so are a few years in the day of eternity.

For this cause the Lord was patient over them,
and poured out his mercy upon them.

He saw and perceived their end, that it is evil.

Therefore, he multiplied his forgiveness.

The mercy of a man is on his neighbor;
but the mercy of the Lord is on all flesh:
reproving, chastening, teaching,
and bringing back, as a shepherd does his flock.

He has mercy on those who accept chastening,
and that diligently seek after his judgments.

Befriend Thy Neighbor

As well as you can, aim to know your neighbors,
and take counsel with the wise.

Don't be angry with your neighbor for every wrong.

Do nothing by works of violence.

Every living creature loves its own kind,
and every man loves his neighbor.

Do good to your friends before you die.

According to your ability, reach out and give to them.

He [the Lord] didn't spare Lot's neighbors,
whom he abhorred for their pride.



HOW TO LOVE THY NEIGHBOR

No one pushes aside his neighbor.

Gain trust with your neighbor in his poverty,
that in his prosperity you may have gladness.

Stay steadfast to him in the time of his affliction,
that you may be heir with him in his inheritance.

I won't be ashamed to shelter a friend.

I won't hide myself from his face.

If any evil happens to me because of him,
everyone who hears it will beware of him.

Don't forget a friend in your soul;

Don't be unmindful of him in your riches

A friend and a companion is always welcome,
and a wife with her husband is better than both.

FRIENDSHIP

A whisperer separateth chief friends ([Proverbs 16:28](#)).

He that harpeth on a matter separateth chief friends ([Proverbs 17:9](#)).

A friend loveth at all times ([Proverbs 17:17](#)).

He that maketh many friends doeth it to his own destruction ([Proverbs 18:24](#)).

He that loveth pureness of heart, For the grace of his lips the king will be his friend
([Proverbs 22:11](#)).

Make no friendship with a man that is given to anger ([Proverbs 22:24](#)).

Faithful are the wounds of a friend ([Proverbs 27:6](#)).

Oil and perfume rejoice the heart; So doth the sweetness of man's friend that cometh
of hearty counsel ([Proverbs 27:9](#)).

Thine own friend, and thy father's friend, forsake not ([Proverbs 27:10](#)).

He that blesseth his friend with a loud voice, rising early in the morning, It shall be
counted a curse to him ([Proverbs 27:14](#)).

Iron sharpeneth iron; So a man sharpeneth the countenance of his friend ([Proverbs 27:17](#)).



HOW TO LOVE THY NEIGHBOR

NEIGHBOR

Say not unto thy neighbor, Go, and come again, And to-morrow I will give thee (Proverbs 3:28).

Devise not evil against thy neighbor, Seeing he dwelleth securely by thee (Proverbs 3:29).

He that despiseth his neighbor is void of wisdom (Proverbs 11:12).

The righteous is a guide to his neighbor; But the way of the wicked causeth them to err (Proverbs 12:26).

The poor is hated even of his own neighbor (Proverbs 14:20).

He that despiseth his neighbor sinneth (Proverbs 14:21).

A man of violence enticeth his neighbor, And leadeth him in a way that is not good (Proverbs 16:29).

He that pleadeth his cause first seemeth just; But his neighbor cometh and searcheth him out (Proverbs 18:17).

The soul of the wicked desireth evil: His neighbor findeth no favor in his eyes (Proverbs 21:10).

Be not a witness against thy neighbor without cause (Proverbs 24:28).

Go not forth hastily to strive, Lest thou know not what to do in the end thereof, When thy neighbor hath put thee to shame. Debate thy cause with thy neighbor himself, And disclose not the secret of another (Proverbs 25:8,9).

Let thy foot be seldom in thy neighbor's house, Lest he be weary of thee, and hate thee (Proverbs 25:17).

A man that beareth false witness against his neighbor Is a maul, and a sword, and a sharp arrow (Proverbs 25:18).

As a madman who casteth firebrands, Arrows, and death, So is the man that deceiveth his neighbor, And saith, Am not I in sport? (Proverbs 26:18,19).

Better is a neighbor that is near than a brother far off (Proverbs 27:10).

A man that flattereth his neighbor Spreadeth a net (snare) for his steps (Proverbs 29:5).

The Lord's Beautiful Gifts Grow with Time

I enjoy three things, and they are beautiful before the Lord and men:

the agreement of kindred,

the friendship of neighbors,

and a woman and her husband who walk together in agreement.



But my soul hates three sorts of people, and I am greatly offended at their
life: a poor man who is arrogant,
a rich man who is a liar,
and an old fool who is an adulterer.

Value of a Faithful Friend

Every friend will say, I also am his friend;
but there is a friend which is only a friend in name.
A faithful friend is a strong defense.
He who has found him has found a treasure.
There is nothing that can be taken in exchange
for a faithful friend.
His excellency is beyond price.
A faithful friend is a life-saving medicine.
Those who loves and trust the Lord will find him.
He who respects the Lord directs his friendship properly:
for as he is, so is his neighbor also.

JOY, HAPPY, REJOICE, CHEERFUL

Who rejoice to do evil ([Proverbs 2:14](#)).
Happy is every one that retaineth her ([Proverbs 3:18](#)).
Rejoice in the wife of thy youth ([Proverbs 5:18](#)).
I [the Holy Spirit] was daily his delight, Rejoicing always before him, Rejoicing in his
habitable earth ([Proverbs 8:30,31](#))
When it goeth well with the righteous, the city rejoiceth ([Proverbs 11:10](#)).
To the counsellors of peace is joy ([Proverbs 12:20](#)).
Anxiety weighs down the heart,
but a kind word cheers it up. ([Proverbs 12:25](#)).
The light of the righteous rejoiceth ([Proverbs 13:9](#)).
A stranger doth not intermeddle with its joy ([Proverbs 14:10](#)).
He that hath pity on the poor, happy is he ([Proverbs 14:21](#)).
A glad heart maketh a cheerful countenance ([Proverbs 15:13](#)),
A man hath joy in the answer of his mouth ([Proverbs 15:23](#)).
The light of the eyes rejoiceth the heart ([Proverbs 15:30](#)),



HOW TO LOVE THY NEIGHBOR

Whoso trusteth in Jehovah, Happy is he ([Proverbs 16:20](#)).

The father of a fool hath no joy ([Proverbs 17:21](#)).

It is joy to the righteous to do justice ([Proverbs 21:15](#)).

My son, if thy heart be wise, My heart will be glad, even mine: Yea, my heart will rejoice, When thy lips speak right things ([Proverbs 23:15,16](#)).

Thy father of the righteous will greatly rejoice ([Proverbs 23:24](#)).

Let thy father and thy mother be glad ([Proverbs 23:25](#)).

Rejoice not when thine enemy falleth, And let not thy heart be glad when he is overthrown ([Proverbs 24:17](#)).

Oil and perfume rejoice the heart ([Proverbs 27:9](#)).

Happy is the man that feareth always ([Proverbs 28:14](#)).

When the righteous are increased, the people rejoice ([Proverbs 29:2](#)).

Whoso loveth wisdom rejoiceth his father ([Proverbs 29:3](#)).

The righteous doth sing and rejoice ([Proverbs 29:6](#)).

He that keepeth the law, happy is he ([Proverbs 29:18](#)).

She laugheth at the time to come ([Proverbs 31:25](#)).

HEART

Apply thy heart to understanding ([Proverbs 2:2](#)),

Wisdom shall enter into thy heart, And knowledge shall be pleasant unto thy soul ([Proverbs 2:10](#)).

Let thy heart keep my commandments ([Proverbs 3:1](#)).

Write them upon the tablet of thy heart ([Proverbs 3:3](#)).

Trust in Jehovah with all thy heart ([Proverbs 3:5](#)).

Let thy heart retain my words ([Proverbs 4:4](#)).

Keep them in the midst of thy heart ([Proverbs 4:21](#)).

Keep thy heart with all diligence; For out of it are the issues of life ([Proverbs 4:23](#)).

How have I hated instruction, And my heart despised reproof ([Proverbs 5:12](#)).

In whose heart is perverseness ([Proverbs 6:14](#)).

A heart that deviseth wicked purposes ([Proverbs 6:18](#)).

Bind them continually upon thy heart ([Proverbs 6:21](#)).



Lust not after her beauty in thy heart ([Proverbs 6:25](#)).

Write them upon the tablet of thy heart ([Proverbs 7:3](#)).

Wily of heart ([Proverbs 7:10](#)).

Let not thy heart decline to her ways ([Proverbs 7:25](#)).

Ye fools, be of an understanding heart ([Proverbs 8:5](#)).

The wise in heart will receive commandments ([Proverbs 10:8](#)).

The heart of the wicked is little worth ([Proverbs 10:20](#)).

They that are perverse in heart are an abomination to Jehovah ([Proverbs 11:20](#)).

The foolish shall be servant to the wise of heart ([Proverbs 11:39](#)).

He that is of a perverse heart shall be despised ([Proverbs 12:8](#)).

Deceit is in the heart of them that devise evil ([Proverbs 12:20](#)).

The heart of fools proclaimeth foolishness ([Proverbs 12:23](#)).

Heaviness in the heart of a man maketh it stoop ([Proverbs 12:25](#)).

Hope deferred maketh the heart sick ([Proverbs 13:12](#)).

The heart knoweth its own bitterness; And a stranger doth not intermeddle with its joy ([Proverbs 14:10](#)).

Even in laughter the heart is sorrowful ([Proverbs 14:13](#)).

A tranquil heart is the life of the flesh ([Proverbs 14:30](#)).

Wisdom resteth in the heart of him that hath understanding ([Proverbs 14:33](#)).

The heart of the foolish doeth not so ([Proverbs 15:7](#)).

Sheol and Abaddon are before Jehovah; How much more then the hearts of the children of anent ([Proverbs 15:11](#)).

A glad heart maketh a cheerful countenance; But by sorrow of heart the spirit is broken ([Proverbs 15:13](#)).

The heart of him that hath understanding seeketh knowledge ([Proverbs 15:14](#)).

He that is of a cheerful heart hath a continual feast ([Proverbs 15:15](#)).

The heart of the righteous studieth to answer ([Proverbs 15:28](#)).

The light of the eyes rejoiceth the heart ([Proverbs 15:30](#)).

The plans of the heart belong to man ([Proverbs 16:1](#)).

Every one that is proud in heart is an abomination to Jehovah ([Proverbs 16:5](#)).



HOW TO LOVE THY NEIGHBOR

A man's heart deviseth his way ([Proverbs 16:9](#)).

The wise in heart shall be called prudent ([Proverbs 16:21](#)).

The heart of the wise instructeth his mouth, And addeth learning to his lips ([Proverbs 16:23](#)).

Jehovah trieth the hearts ([Proverbs 17:3](#)).

He that hath a wayward heart findeth no good ([Proverbs 17:20](#)).

A cheerful heart is a good medicine; But a broken spirit drieth up the bones ([Proverbs 17:22](#)).

A fool hath no delight in understanding, But only that his heart may reveal itself ([Proverbs 18:2](#)).

Before destruction the heart of man is haughty ([Proverbs 18:12](#)).

The heart of the prudent getteth knowledge ([Proverbs 18:15](#)).

His heart fretteth against Jehovah ([Proverbs 19:3](#)).

There are many devices in a man's heart ([Proverbs 19:21](#)).

Counsel in the heart of man is like deep water ([Proverbs 20:5](#)).

Who can say, I have made my heart clean, I am pure from my sin? ([Proverbs 20:9](#)).

The king's heart is in the hand of Jehovah as the watercourses: He turneth it whithersoever he will ([Proverbs 21:1](#)).

Jehovah weigheth the heart ([Proverbs 21:2](#)).

A proud heart... is sin ([Proverbs 21:4](#)).

How much more, when he bringeth it with a wicked mind! ([Proverbs 21:27](#)).

He that loveth pureness of heart, For the grace of his lips the king will be his friend ([Proverbs 22:11](#)).

Foolishness is bound up in the heart of a child ([Proverbs 22:15](#)),

Apply thy heart unto my knowledge ([Proverbs 22:17](#)).

As a man thinketh within his heart, so shall he be ([Proverbs 23:7](#)).

Apply thy heart unto instruction ([Proverbs 23:12](#)).

My son, if thy heart be wise, My heart will be glad-My heart will rejoice ([Proverbs 23:15,16](#)).

Let not thy heart envy sinners ([Proverbs 23:17](#)).

Guide thy heart in the way ([Proverbs 23:19](#)).



My son, give me thy heart (Proverbs 23:26).

Thy heart shall utter perverse things ([Proverbs 23:33](#)),

Their heart studieth oppressif n ([Proverbs 24:2](#)).

Doth not he that weigheth the hearts consider it? ([Proverbs 24:12](#)).

Let not thy heart be glad when he is overthrown ([Proverbs 24:17](#)).

The heart of kings is unsearchable ([Proverbs 25:3](#)).

So is he that singeth songs to a heavy heart ([Proverbs 25:20](#)).

Fervent lips and a wicked heart Are like an earthen vessel overlaid with silver dross ([Proverbs 26:23](#)).

There are seven abominations in his heart ([Proverbs 26:25](#)).

Oil and perfume rejoice the heart ([Proverbs 27:9](#)).

My son, be wise, and make my heart glad ([Proverbs 27:11](#)).

As in water face answereth to face, So the heart of man to man ([Proverbs 27:19](#)).

He that hardeneth his heart shall fall into mischief ([Proverbs 28:14](#)).

He that trusteth in his own heart is a fool ([Proverbs 28:26](#)).

The heart of her husband trusteth in her ([Proverbs 31:11](#)).

KINDNESS

That which maketh a man to be desired is his kindness ([Proverbs 19:22](#)).

Most men will proclaim every one his own kindness ([Proverbs 20:6](#)).

Kindness and truth preserve the king; And his throne is upholden by kindness ([Proverbs 20:28](#)).

The law of kindness is on her tongue ([Proverbs 31:26](#)).

SPEECH (Good Speech)

In the lips of him that hath discernment wisdom is found ([Proverbs 10:13](#)).

He that refraineth his lips doeth wisely ([Proverbs 10:19](#)).

The tongue of the righteous is as choice silver ([Proverbs 10:20](#)).

The lips of the righteous feed many ([Proverbs 10:21](#)).

The mouth of the righteous bringeth forth wisdom ([Proverbs 10:31](#)),

The lips of the righteous know what is acceptable (Proverbs 10:32),

The mouth of the righteous shall deliver them ([Proverbs 12:6](#)).



HOW TO LOVE THY NEIGHBOR

A man shall be satisfied with good by the fruit of his mouth ([Proverbs 12:14](#)).

He that uttereth truth showeth forth righteousness ([Proverbs 12:17](#)).

The tongue of the wise is health ([Proverbs 12:18](#)).

The lip of truth shall be established for ever ([Proverbs 12:19](#)).

Heaviness in the heart of a man maketh it stoop; But a good word maketh it glad ([Proverbs 12:25](#)).

A man shall eat good by the fruit of his mouth ([Proverbs 13:2](#)).

He that guardeth his mouth keepeth his life ([Proverbs 13:3](#)).

The lips of the wise shall preserve them ([Proverbs 14:3](#)).

A soft answer turneth away wrath ([Proverbs 15:1](#)). •

The tongue of the wise uttereth knowledge aright ([Proverbs 15:2](#)).

A gentle tongue is a tree of life ([Proverbs 15:4](#)).

The lips of the wise disperse knowledge ([Proverbs 15:7](#)).

A man hath joy in the answer of his mouth ([Proverbs 15:23](#)).

A word in due season, how good is it! ([Proverbs 15:23](#)).

Pleasant words are pure ([Proverbs 15:26](#)).

The heart of the righteous studieth to answer ([Proverbs 15:28](#)).

The answer of the tongue is from Jehovah ([Proverbs 16:1](#)).

A divine sentence is in the lips of the king; His mouth shall not transgress in judgment ([Proverbs 16:10](#)).

Righteous lips are the delight of kings; And they love him that speaketh right ([Proverbs 16:13](#)).

The sweetness of the lips increaseth learning ([Proverbs 16:21](#)).

The heart of the wise instructeth his mouth, And addeth learning to his lips ([Proverbs 16:23](#)).

Pleasant words are as a honeycomb, Sweet to the soul, and health to the bones ([Proverbs 16:24](#)).

The words of a man's mouth are as deep waters; The wellspring of wisdom is as a flowing brook ([Proverbs 18:4](#)).

With the increase of his lips shall he be satisfied ([Proverbs 18:20](#)).

Death and life are in the power of the tongue; And they that love it shall eat the fruit thereof ([Proverbs 18:21](#)).



HOW TO LOVE THY NEIGHBOR

The poor useth entreaties ([Proverbs 18:23](#)).

The lips of knowledge are a precious jewel ([Proverbs 20:15](#)).

Whoso keepeth his mouth and his tongue Keepeth his soul from troubles ([Proverbs 21:23](#)).

The man that heareth shall speak so as to endure ([Proverbs 21:28](#)).

He kisseth the lips Who giveth a right answer ([Proverbs 24:26](#)).

Debate thy cause with thy neighbor himself ([Proverbs 25:9](#)).

A word fitly spoken Is like apples of gold in network of silver ([Proverbs 25:11](#)).

As an ear-ring of gold, and an ornament of fine gold, So is a wise reprovener upon an obedient ear ([Proverbs 25:12](#)).

As the cold of snow in the time of harvest, So is a faithful messenger to them that send him; For he refresheth the soul of his masters ([Proverbs 25:13](#)).

A soft tongue breaketh the bone ([Proverbs 25:15](#)).

Answer a fool according to his folly, Lest he be wise in his own conceit ([Proverbs 26:5](#)).

The rod and reproof give wisdom ([Proverbs 29:15](#)).

Friendship is built on Mutual Benefit

When one builds, and another pulls down,
what profit do they have but toil?

When one prays, and another curses,
whose voice will the Lord listen to?

Help your neighbor according to your power,
and be careful not to fall yourself.

A stallion horse is like a mocking friend.

He neighs under everyone who sits upon him. (reference to Phaedrus?)

Don't exchange a friend nor a true brother
for [material wealth] or all the riches of gold.

HONORABLE WIFE & PARTNER

10 Who can find a capable wife?

Her value far exceeds the finest jewels.

11 Her husband has full confidence in her;
as a result, he lacks nothing of value.

12 She will bring good to him—never evil—



- every day of her life.
- 13 She seeks out wool and flax,
working with eager hands.
- 14 She is like a seagoing ship
that brings her food from far away.
- 15 She rises while it is still night,
preparing meals for her family
and providing for her women servants.
- 16 She evaluates a field and purchases it;
from the proceeds she plants a vineyard.
- 17 She clothes herself with fortitude,
and fortifies her arms with strength.
- 18 She is confident that her profits are sufficient.
Her lamp does not go out at night.
- 19 She works with her own hands on her clothes—
her hands work the sewing spindle.
- 20 She reaches out to the poor,
opening her hands to those in need.
- 21 She is unafraid of winter's effect on her household,
because all of them are warmly clothed.
- 22 She creates her own bedding,
using fine linen and violet cloth.
- 23 Her husband is well known;
he sits among the leaders of the land.
- 24 She designs and sells linen garments,
supplying accessories to clothiers.
- 25 Strength and dignity are her garments;
she smiles about the future.
- 26 She speaks wisely,
teaching with gracious love.
- 27 She looks discretely to the affairs of her household,
and she is never lazy.
- 28 Her children stand up and encourage her,
as does her husband, who praises her:
- 29 Many women have done wonderful things, he says,
but you surpass all of them!
- 30 Charm is deceitful and beauty fades;
but a woman who fears the Lord will be praised.



31 Reward her for her work—
let her actions result in public praise.

The greatest section in the Bible on womanhood is in 31:10-31 (which see). It begins with the words, A worthy woman who can find? For her price is far above rubies.

A gracious woman obtaineth honor ([Proverbs 11:16](#)).

Whoso findeth a wife findeth a good thing, And obtaineth favor of Jehovah ([Proverbs 18:22](#)).

Do not Rush to Judge Your Friend & Neighbor

Question a friend; it maybe he didn't do it.

If he did something, it may be that he may do it no more.

Question your neighbor; it maybe he didn't say it.

If he has said it, it may be that he may not say it again.

Question a friend; for many times there is slander.

Don't trust every word.

There is one who slips, and not from the heart.

Who is he who hasn't sinned with his tongue?

Reprove your neighbor before you threaten him;

and give place to the law of the Most High.

Adversity & the Test of Time

If you want to gain a friend, get him in a time of testing,
and don't be in a hurry to trust him.

For there is a friend just for an occasion.

He won't continue in the day of your affliction.

And there is a friend who turns into an enemy.

He will discover strife to your reproach.

And there is a friend who is a companion at the table,
but he won't continue in the day of your affliction.

In your prosperity he will be as yourself,
and will be bold over your servants.

If you are brought low, he will be against you,
and will hide himself from your face.

A new friend is like new wine:



if it becomes old, you will drink it with gladness.
A man's friend won't be fully tried in prosperity.
His enemy won't be hidden in adversity.
In a man's prosperity,
his enemies are grieved.
In his adversity,
even his friend leaves.
Isn't there a grief in it even to death
when a companion and friend is turned into an enemy?
O wicked imagination,
why were you formed to cover the dry land with deceit?
There is a companion who rejoices in the gladness of a friend,
but in time of affliction will be against him.
There is a companion who for the belly's sake labors with his friend,
yet in the face of battle will carry his shield.

Honor & Truthfulness

Don't devise a lie against your brother,
or do the same to a friend.
Refuse to utter a lie,
for that habit results in no good.
Don't forsake an old friend;
for a new one is not comparable to him
There is one who is hindered from sinning through lack.
When he rests, he will not be troubled.
There is one who destroys his soul through bashfulness.
By a foolish countenance, he will destroy it.
There is one who for bashfulness makes promises to his friend;
and he makes him his enemy for nothing.

Speak Kindly

Sweet words will multiply a man's friends;
A gracious tongue will multiply courtesies.
Whoever casts a stone at birds scares them away.
He who insults a friend will dissolve friend ship.

If you have opened your mouth against a friend,
don't be afraid,
If you have opened your mouth against a friend,
don't be afraid, for these things any friend will flee.
Before fire is the vapor and smoke of a furnace,
so insults precede bloodshed.
Who will set a watch over my mouth,
and a seal of shrewdness upon my lips,
that I may not fall from it,
and that my tongue may not destroy me?

SPEECH (Bad Speech)

Violence covereth the mouth of the wicked ([Proverbs 10:6](#)).
Violence covereth the mouth of the wicked ([Proverbs 10:11](#)).
The mouth of the foolish is a present destruction ([Proverbs 10:14](#)).
He that hideth hatred is of lying lips ([Proverbs 10:18](#)).
He that uttereth a slander is a fool ([Proverbs 10:18](#)).
In the multitude of words there wanteth not transgression ([Proverbs 10:19](#)).
The perverse tongue shall be cut off ([Proverbs 10:31](#)).
The mouth of the wicked speaketh perverseness ([Proverbs 10:32](#)).
With his mouth the godless man destroys his neighbour ([Proverbs 11:9](#)).
The words of the wicked are of lying in wait for blood ([Proverbs 12:6](#)).
In the transgression of the lips is a snare to the evil man ([Proverbs 12:13](#)).
A false witness, deceit ([Proverbs 12:17](#)).
There is that speaketh rashly like the piercings of a sword ([Proverbs 12:18](#)).
A lying tongue is but for a moment ([Proverbs 12:19](#)).
Lying lips are an abomination to Jehovah :12:22).
The heart of fools proclaimeth foolishness ([Proverbs 12:23](#)).
He that openeth wide his lips shall have destruction ([Proverbs 13:3](#)).
A righteous man hateth lying ([Proverbs 13:5](#)).
In the mouth of the foolish is a rod for his pride ([Proverbs 14:3](#)).
A grievous word stirreth up anger ([Proverbs 15:1](#)).
The mouth of fools poureth out folly ([Proverbs 15:2](#)).



Perverseness therein is a breaking of the spirit ([Proverbs 15:4](#)).

The mouth of fools feedeth on folly ([Proverbs 15:14](#)).

The mouth of the wicked poureth out evil things ([Proverbs 15:28](#)).

A worthless man deviseth mischief; And in his lips there is as a scorching fire ([Proverbs 16:27](#)).

A whisperer separateth chief friends ([Proverbs 16:28](#)).

He that compresseth his lips bringeth evil to pass ([Proverbs 16:30](#)).

An evil-doer giveth heed to wicked lips ([Proverbs 17:4](#)).

A liar giveth ear to a mischievous tongue ([Proverbs 17:4](#)).

Excellent speech becometh not a fool: Much less do lying lips a prince ([Proverbs 17:7](#)).

He that harpeth on a matter separateth chief friends ([Proverbs 17:9](#)).

He that hath a perverse tongue falleth into mischief ([Proverbs 17:20](#)).

A fool's lips enter into contention, And his mouth calleth for stripes ([Proverbs 18:6](#)).

A fool's mouth is his destruction, And his lips are the snare of his soul ([Proverbs 18:7](#)).

The words of a whisperer are as dainty morsels. And they go down into the innermost parts ([Proverbs 18:8](#)).

He that giveth answer before he heareth, It is folly and shame unto him ([Proverbs 18:13](#)).

A man's belly shall be filled with the fruit of his mouth ([Proverbs 18:20](#)).

Death and life are in the power of the tongue ([Proverbs 18:21](#)).

The rich answereth roughly ([Proverbs 18:23](#)).

Better is the poor that walketh in his integrity Than he that is perverse in his lips and is a fool ([Proverbs 19:1](#)).

A false witness shall not be unpunished; And he that uttereth lies shall not escape ([Proverbs 19:5](#)).

A false witness shall not be unpunished; And he that uttereth lies shall perish ([Proverbs 19:9](#)).

The contentions of a wife are a continual dropping ([Proverbs 19:13](#)).

A poor man is better than a liar ([Proverbs 19:22](#)).

A worthless witness mocketh at justice ([Proverbs 19:28](#)).

The mouth of the wicked swalloweth iniquity ([Proverbs 19:28](#)).

Most men will proclaim every one his own kindness; But a faithful man who can find? ([Proverbs 20:6](#)).

He that goeth about as a talebearer revealeth secrets ([Proverbs 20:19](#)).

Company not with him that openeth wide his lips ([Proverbs 20:19](#)).

Whoso curseth his father or his mother, His lamp shall be put out in blackness of darkness ([Proverbs 20:20](#)).



HOW TO LOVE THY NEIGHBOR

It is a snare to a man rashly to say, It is holy, And after vows to make inquiry ([Proverbs 20:25](#)).

The getting of treasures by a lying tongue Is a vapor driven to and fro by them that seek death ([Proverbs 21:6](#)).

A false witness shall perish ([Proverbs 21:28](#)).

The scoffer is an abomination to men ([Proverbs 24:9](#)).

Be not a witness against thy neighbor without cause ([Proverbs 24:28](#)).

Deceive not with thy lips ([Proverbs 24:28](#)).

As clouds and wind without rain, So is he that boasteth himself of his gifts falsely ([Proverbs 25:14](#)).

A man that beareth false witness against his neighbor Is a maul, and a sword, and sharp arrow ([Proverbs 25:18](#)).

The north wind bringeth forth rain; So doth a backbiting tongue an angry countenance ([Proverbs 25:23](#)).

The legs of the lame hang loose; So is a parable in the mouth of fools ([Proverbs 26:7](#)).

As a thorn that goeth up into the hand of a drunkard, So is a parable in the mouth of fools ([Proverbs 26:9](#)).

Where there is no whisperer, contention ceaseth ([Proverbs 26:20](#)). The words of a whisperer are as dainty morsels, And they go down into the innermost parts ([Proverbs 26:22](#)).

Fervent lips and a wicked heart Are like an earthen vessel overlaid with silver dross ([Proverbs 26:23](#)).

He that hateth dissembleth with his lips; But he layeth up deceit within him: When he speaketh fair, believe him not; For there are seven abominations in his heart: Though his hatred cover itself with guile, His wickedness shall be openly showed before the assembly ([Proverbs 26:24-26](#)).

A lying tongue hateth those whom it hath wounded; And a flattering mouth worketh ruin ([Proverbs 26:28](#)).

Let another man praise thee, and not thine own mouth; A stranger, and not thine own lips ([Proverbs 27:2](#)).

A man is tried by his praise ([Proverbs 27:21](#)).

A man that flattereth his neighbor Spreadeth a net for his steps ([Proverbs 29:5](#)).

Seest thou a man that is hasty in his words? There is more hope of a fool than of him ([Proverbs 29:20](#)).

Never Gossip

Have you heard something? Let it die with you.

Be brave: it will not make you burst!

As an arrow that sticks in the flesh of the thigh,
so is gossip in a fool.



Never Betray Confidences

He who reveals secrets destroys trust,
and will not find a close friend.
Love a friend, and keep faith with him;
but if you reveal his secrets, you shall not follow him;
For as a man has destroyed his enemy,
so you have destroyed the friendship of your neighbor.
As a bird which you have released out of your hand,
so you have let your neighbor go,
and you will not catch him again.
Don't pursue him, for he has gone far away,
and has escaped like a gazelle out of the snare.
For a wound may be bound up,
and after abuse there may be reconciliation;
but he who reveals secrets is without hope.

Forgive Thy Neighbor

Forgive your neighbor the hurt that he has done,
and then your sins will be pardoned when you pray.
Does anyone harbor anger against another
and expect healing from the Lord?
Upon a man like himself he has no mercy,
and does he make supplication for his own sins?
He himself, being flesh, nourishes wrath.
Who will make atonement for his sins?
Remember your last end,
and stop enmity.
Remember corruption and death,
and be true to the commandments.
Remember the commandments,
and don't be angry with your neighbor.
Remember the covenant of the Highest,
and overlook ignorance.
He who shows mercy will lend to his neighbor.

He who strengthens him with his hand
keeps the commandments.
Lend to your neighbor in time of his need.
Repay your neighbor on time.
Confirm your word, and keep faith with him;
and at all seasons you will find what you need.
Many have considered a loan to be a windfall,
and have given trouble to those who helped them.
Until he has received, he will kiss a man's hands.
For his neighbor's money he will speak submissively.
Then when payment is due, he will prolong the time,
return excuses, and complain about the sea- son.
Lose your money for a brother and a friend.
Don't let it rust under a stone and be lost.
A good man will be surety for his neighbor.
He who has lost shame will fail him.
Don't forget the kindness of your guarantor,
for he has given his life for you.
Being surety has undone many who were prospering
and shaken them as a wave of the sea.
He who teaches his son will provoke his enemy to jealousy.
Before friends, he will rejoice in him.
His father dies, and is as though he had not died;
for he has left one behind him like himself.
In his life, he saw his son and rejoiced.
When he died, it was without regret.
He left behind him an avenger against his enemies,
and one to repay kindness to his friends.
Consider your neighbor's feelings by your own.
Be discreet in every point.
Don't rebuke your neighbor at a banquet of wine.
Don't despise him in his mirth.



Chapter 4: Follow the Guidance of the Holy Spirit

Passages from the Middle Testament – Wisdom of Solomon.⁶⁷ It is a vital addition to the Wisdom Texts, because it provides the “spiritual source code” for understanding and elevating the soul’s ability to Love Thy Neighbor – requiring us to embrace the Holy Spirit not only within ourselves, but just as importantly, within others.

It also explains the passages in the New Testament (in Matthew, Mark, and Luke) why all sins are forgivable, except to blaspheme the Holy Spirit.

What the Wisdom of Solomon advocates is direct and simple: If you wish a *Life of Abundance*, the Holy Spirit must be an integral part of your very essence.

The Holy Spirit gives us the ability to know God and to live a good life.

The core teachings in the Wisdom of Solomon about the Holy Spirit include:

- She is the co-creator of the world with the Lord.
- She is the giver of life and comforter of the afflicted.
- She is the source of wisdom and understanding.
- She is the guide of the righteous and the hope of the redeemed.

The book of Wisdom also teaches that the Holy Spirit is present in the world, working to bring about good and to defeat evil. It is the Spirit who gives us the strength to resist temptation and to live a life of virtue.

The teachings of the Holy Spirit in the Wisdom of Solomon just as relevant today as two thousand years ago. They offer us guidance and comfort in times of need, and they help us to understand the meaning of life and the purpose of our existence.

Here are some specific passages from the Wisdom of Solomon that speak about the Holy Spirit:

- **1:7-8** - "For God created all things by his own wisdom, and he who is wise knows whence it comes, and will understand whence he comes and whither he goes."

⁶ Notes:

- Solomon wrote the first 29 passages in the Book of Proverbs. The Wisdom of Solomon should be considered an adjunct to Proverbs and a companion to the Song of Solomon.
- The Holy Spirit is also referred to as Wisdom, or the divine feminine Sophia in the texts.
- While each of the passages in the Proverbs of Solomon are stated in a “good versus evil” declaration, the Wisdom of Solomon tells us of a Spiritual Love Story, reminiscent of the Song of Solomon.

⁷ The Wisdom of Solomon is an apocryphal book of the Bible that was written in the first century BC. It is not normally included in the Protestant Bible, but it is considered canonical by the Catholic Church and the Eastern Orthodox Church.

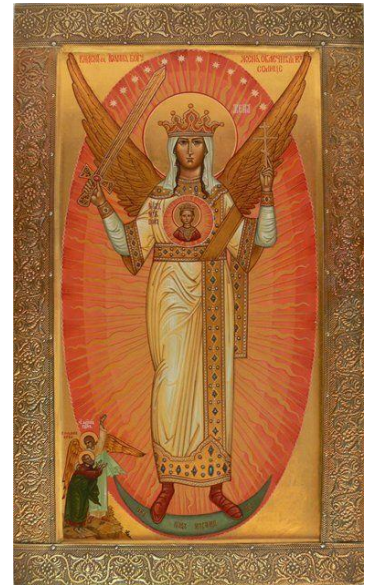


- **9:17-18** - "For God created man for incorruption, and made him in the image of his own eternity; but through the envy of the devil death came into the world, and they who belong to his company experience it."
- **10:1-2** - "She [Wisdom] reaches mightily from one end of the earth to the other, and she orders all things well. She gives counsel to the rulers of the earth, and she teaches understanding to those who are wise."
- **12:1-2** - "But the righteous live for ever, and in the Lord their reward is glorious and imperishable. Their bodies are buried in peace, and their name lives for ever."

These passages all emphasize the importance of the Holy Spirit in the world. They teach us that the Spirit is the source of all good things, and that it is through the Spirit that we can know God and live a good life.

Wisdom is a Kindly Spirit Chap 1.

Wisdom (Sophia) will not enter a deceitful soul
For a holy and disciplined spirit will flee from deceit,
and will rise and depart from foolish thoughts,
and will be ashamed at the approach of unrighteousness.
For Wisdom is a kindly spirit and
will not free a blasphemer from the guilt of his words;
because a jealous ear hears all things,
and the sound of murmurings does not go unheard.
Beware then of useless murmuring,
and keep your tongue from slander;
because no secret word is without result,
and a lying mouth destroys the soul.
Do not invite death by the error of your life,
nor bring on destruction by the works of your hands
For He created all things that they might exist,
and the generative forces⁸ of the world are wholesome,
and there is no destructive poison in them;
and the dominion of Hades is not on earth.
Ungodly men by their words and deeds summoned death.



⁸ The idea of Generative Forces should not be overlooked. This is another way of stating Synergy or Abundance.

The Beginning of Wisdom is the Desire for Instruction Chap. 6

Wisdom is radiant and unfading,
and She is easily discerned by those who love Her,
and is found by those who seek Her
She hastens to make Herself known to those who desire Her.
He who rises early to seek Her will have no difficulty,
for he will find Her sitting at his gates.
To fix one's thought on Her is perfect understanding,
and he who is vigilant on Her account will soon be free from care,
because She goes about seeking those worthy of Her,
and She graciously appears to them in their paths,
and meets them in every thought.
The beginning of Wisdom is the most sincere desire for instruction,
and concern for instruction is love of Her,
and love of Her is the keeping of Her laws,
and giving heed to Her laws is assurance of immortality,
and immortality brings one near to God;
so the desire for Wisdom leads to a kingdom.
Honor Wisdom, that you may reign forever.
I will tell you what Wisdom is
and how She came to be,
and I will hide no secrets from you,
but I will trace Her course from the beginning of creation,
and make knowledge of Her clear,
and I will not pass by the truth;
neither will I travel in the company of sickly envy,
for envy does not associate with Wisdom.



Wisdom is the Powerful Breath of God Chap. 7

Therefore I prayed, and understanding was given me;
I called upon God, and the spirit of Wisdom came to me.
I preferred Her to scepters and thrones,
and I accounted wealth as nothing in comparison with Her.
Neither did I liken to Her any priceless gem,
because all gold is but a little sand in Her sight,
and silver will be accounted as clay before Her.
I loved Her more than health and beauty,

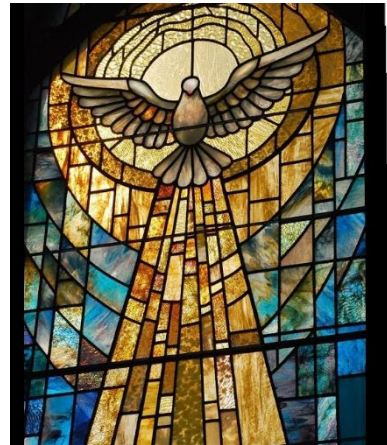


and I chose to have Her rather than light,
because Her radiance never ceases.

I learned both what is secret and what is manifest,
for Wisdom, the fashioner of all things, taught me.
For in Her there is a spirit that is intelligent, holy,
unique, manifold, subtle, mobile, clear, unpolluted,
distinct, invulnerable, loving the good, keen, irresistible,
For Wisdom is more mobile than any motion;
because of Her pureness She pervades and penetrates all things.
For She is a breath of the power of God,
and a pure emanation of the glory of the Almighty;
therefore nothing defiled gains entrance into Her.
For God loves nothing so much as the man who lives with Wisdom
For She is more beautiful than the sun,
and excels every constellation of the stars.
Compared with the light She is found to be superior.

What is Richer than Wisdom? Chap 8

She reaches mightily from one end of the earth to the other,
and She orders all things well.
She glorifies Her noble birth by living with God,
and the Lord of all loves Her.
For She is an initiate in the knowledge of God,
and an associate in his works.
If riches are a desirable possession in life,
what is richer than Wisdom who effects all things?
And if understanding is effective,
who more than She is fashioner of what exists?
And if any one loves righteousness,
Her labors are virtues;
for She teaches self-control and prudence,
justice and courage;
nothing in life is more profitable for men than these.
And if any one longs for wide experience,
She knows the things of old, and infers the things to come;
She understands turns of speech and the solutions of riddles;
She has foreknowledge of signs and wonders
and of the outcome of seasons and times.



Therefore I determined to take Her to live with me,
knowing that She would give me good counsel
and encouragement in cares and grief.
Because of Her I shall have glory among the multitudes
and honor in the presence of the elders, though I am young
Because of Her I shall have immortality,
and leave an everlasting remembrance to those
who come after me.
I shall govern peoples,
and nations will be subject to me;
dread monarchs will be afraid of me when they hear of me;
among the people I shall show myself capable,
and courageous in war.
When I enter my house, I shall find rest with Her,
for companionship with Her has no bitterness,
and life with Her has no pain, but gladness and joy.
When I considered these things inwardly,
and thought upon them in my mind,
that in kinship with Wisdom there is immortality,
and in friendship with Her, pure delight,
I would not possess Wisdom
unless God gave Her to me --
and it was a mark of insight to know whose gift She was.

Wisdom shall be the Guide of All Action Chap 9

For She knows and understands all things,
and She will guide me wisely in my actions
and guard me with Her glory.
Who has learned thy counsel, unless thou hast given Wisdom
and sent thy Holy Spirit from on high?
And thus, the paths of those on earth were set right,
and men were taught what pleases thee,
and were saved by Wisdom.

Wisdom Rescues and Protects Me Chap 10

She [Wisdom] reaches mightily from one end of the earth to the other, and
she orders all things well.
She gives counsel to the rulers of the earth, and
she teaches understanding to those who are wise.



Wisdom rescued from troubles those who served Her.
When a righteous man fled from his brother's wrath,
 She guided him on straight paths;
 She showed him the kingdom of God,
 and gave him knowledge of angels;
 She prospered him in his labors,
 and increased the fruit of his toil.
When his oppressors were covetous,
 She stood by him and made him rich.
She protected him from his enemies,
 and kept him safe from those who lay in wait for him;
 in his arduous contest She gave him the victory,
 so that he might learn that godliness is more
 powerful than anything.
When a righteous man was sold, Wisdom did not desert him,
 but delivered him from sin.
 She descended with him into the dungeon,
 and when he was in prison, She did not leave him,
 until She brought him the scepter of a kingdom
 and authority over his masters.
 Those who accused him She showed to be false,
 and She gave him everlasting honor.
A holy people and blameless race
 Wisdom delivered from a nation of oppressors.
She entered the soul of a servant of the Lord,
 and withstood dread kings with wonders and signs.
She gave holy men the reward of their labors;
 She guided them along a marvelous way,
 and became a shelter to them by day,
 and a starry flame through the night.
She brought them over the Red Sea,
 and led them through deep waters;
 but She drowned their enemies,
 and cast them up from the depth of the sea.
Therefore, the righteous plundered the ungodly;
 they sang hymns, O Lord, to thy holy name,
 and praised with one accord thy defending hand,
 because Wisdom opened the mouth of the dumb,
 and made the tongues of babes speak clearly.



Wisdom Perceives the Greatness of Creation Chap 13

For from the greatness and beauty of created things
comes a corresponding perception of their Creator.



Chapter 5: Ancient Wisdom of the Greeks & Romans

Greeks & Romans on Friendships

While Judea was the locus of Christ's teachings, and the Jews his primary audience, it is important to acknowledge that Christianity's rapid spread across the Mediterranean was far less in the Jewish lands, but instead into the Greek areas around the Aegean Sea, and then across the Roman Empire. This is why St. Paul was so effective in spreading his Epistles across the Greek cities, such as Ephesus, Corinth, and Thessalonica. All the Gospels and Epistles were first written in Greek, then translated into Latin, not Hebrew.

Christ's heavenly message to Love Thy Neighbor fell upon the fertile hearts and minds of Greeks and Romans whose fields had been plowed by highly influential philosophers of the era.

In other words, for Christ's message to be heard, people must not only be listening, but willing to accept His words and wise counsel. That's why Christianity first flourished outside the boundaries of Judaism. The Greeks and Romans understood that Love Thy Neighbor meant architecting and maintaining energized friendships.

Building a Culture and Community of Friendships

To grasp the power and significance of a *Community of Friendships as the Foundation of Love Thy Neighbor* that was a cornerstone of culture, we'd best explore how the key philosophers of the era framed their vision and values. Christ's perspective had the enthusiastic support of the finest thinkers of the time, who are still, two thousand years later, cherished for their wisdom.

While there were some nuanced variations in each of the influential philosophers (from the Greek: Love of Wisdom), there were no real contradictions in their perspectives.⁹ In this manner, the advice on Love and Friendship supports and complements our Christian perspectives and augments our ability to Love Thy Neighbor.

For these reasons, we present their advice topically, peppered with quotes from individual philosophers to highlight key learnings about Friendship.

Their views on friendship may actually be more relevant today in our age of chaos and distrust where relationships have been shattered. They can help us to understand what it means to be a good friend and to build and maintain healthy friendships.

Key Principles of Friendship

Those philosophers (lovers of wisdom) who were most influential in the early Christian era were widely known and taught among educated leaders included Socrates, Plato, Aristotle, Cicero, Seneca, and Epictetus. As today's modern Christian will rapidly discern, these "pre-Christian" qualities and disciplines are all in accordance with Love Thy Neighbor, and are still just as important today as they were two millennia ago.

⁹ While Academics might insist on preserving the unique distinctions that separate the individual philosophic perspectives, for the purposes of instruction and creating real value for a modern audience, we've chosen to reframe and unite their positions by key learning points.

Three Main Qualities of True Friendship:

1. Friendship is based on Virtue

True friends are virtuous people who share the same values and beliefs. They are honest, trustworthy, and reliable.

Character becomes Destiny. “The soul is dyed the color of its thoughts. Think only on those things that are in line with your principles and can bear the light of day. The content of your character is your choice. Day by day, what you do is who you become. Your integrity is your destiny - it is the light that guides your way.”
— Heraclitus

Socrates also reasoned that friendship is based on virtue, or goodness. He said that we can only be friends with people who are good, because only good people can be trusted to love us for who we are and to do what is best for us.

This type of friendship is based on the shared love of virtue and the desire to do good. For example, two friends might be friends because they share the same values and beliefs.

Aristotle believed that virtue-based friendship is the highest form of friendship, because it is based on the most noble and lasting qualities. He also believed that virtue-based friendship is the most difficult to achieve, because it requires both friends to be virtuous. Aristotle's views on friendship have been influential in Western thought for centuries. They continue to be relevant today, as we strive to build and maintain healthy friendships.

Aristotle encourages the hope that in friendship one may find all the

What will surprise the modern reader is that Aristotle's approach to ethics is more about *friendship* and *relationships* than the weighty and often dry perspective we hold today, as described by Lorraine Smith Pangle, whose fresh insights into Aristotle's viewpoint are as inspiring as they are elucidating:

By far the fullest and most probing classical study of friendship is to be found in Aristotle's Nicomachean Ethics, which devotes more space to it than to any of the moral virtues, and which presents friendship as a bridge between moral virtues and the highest life of philosophy [love of wisdom].

The study of friendship in the classical authors is in many ways a study of human love altogether.... [embracing] all bonds of affection, from the closest erotic and familial ties to political loyalties, humanitarian sympathies, business partnerships, and even love for inanimate things....

In the friendships of mature and virtuous individuals we see human love not only at its most revealing, but also at its richest and highest...

With the coming of the Christian world, however, friendship fell into eclipse....[with] Christianity's emphasis on humility, chastity [while] elevating one particular human bond, that of family, which had received special sanction in the Scriptures....

Friendship has virtually disappeared as a theme of philosophical discourse...



*nobility of virtuous action at its best without the ultimate sacrifice of happiness, and at least a partial answer to the question of what ...the best life should be.*¹⁰

The influential Stoics -- Cicero, Seneca¹¹ and Epictetus -- advocated the power of virtue-based friendships because only good people can be trusted to love us for who we are and to do what is best for us. True friends share the same honest, trustworthy virtuous values and beliefs, thus being reliable friends.

The cleaving of relationships from ethics has caused the disassociation of ethics from both trust and compassion -- which was never intended and that has mechanized the unique art of building relationships that are capable of sustaining true collaboration for innovation.

Aristotle was clear and emphatic that moral virtue may lead to a dignified life of justice for the greater good, but it certainly does not equate to happiness and the experience of a joyful, creative life. As Aristotle declared: *Friendship are Partnerships* -- the vital alliances that form the bridge spanning between and uniting morality and happiness; the bridge is a higher summit than the two land masses it connects.

2. Friendship is based on Mutual Benefit

True friends are beneficial to each other, helping each other to grow and learn; and providing support and companionship in times of need.

Socrates believed that friendship is beneficial to both the individuals involved and to society as a whole. He said that friends can help each other to achieve their goals, to learn and grow, and to be better people. Friendship is a mutual relationship. It is not something that can be forced or imposed on someone. It can also be a source of comfort and support in times of trouble. Aristotle wrote extensively about friendship in his book **Nicomachean Ethics**. He defined friendship as "a mutual goodwill between people who wish each other well for the other's sake."

Cicero described this as a "harmony of minds based on mutual goodwill and affection." True friends are beneficial to each other. They help each other to grow and learn, and they provide support and companionship in times of need. True friends bring each other joy and happiness. They enjoy spending time together and sharing their lives with each other.

Utility-based friendships focus on getting a job done together. These are typically teams of tightly connected companions focused on a common mission. This type of friendship is based on the mutual benefit that the friends provide for each other. For example, two business partners might be friends because they help each other create a profitable company. Churches may launch an initiative to help Habitat for Humanity to provide housing for the disadvantaged. Often these relationships in teams transform into close interpersonal friendship as we learn to trust the values of others on our team.

¹⁰ Pangle, Ibid, P 10

¹¹ Seneca's writings were read by Paul, and influenced his thoughts, as they both admired each other's inspired divine thinking. There is substantial evidence that Seneca and Paul corresponded frequently and Seneca translated Paul's Epistles into Latin in the mid-first century AD.

3. *Pleasure*

Friendship can be a source of great joy and happiness. This type of friendship is based on the delight that the friends bring to each other, spending time together and sharing their lives with each other. Often there is a playful spirit in these relationships.

The enjoyment of a husband and wife in sharing their lives together and loving each other is a perfect example, particularly if they engage in a multi-dimensional loving relationship (see next chapter, Splendored Love, to understand this spirited level of enjoyment).

Another example would be two friends might enjoy spending time together because they make each other laugh, or like to go golfing together, or enjoy music, or just engaging in sharing ideas, opinions, and insights.

When visiting each other, often friends will make a conscious effort to bring a gift of appreciation, such as food, a flower, or something they made personally, as a token of their love and affection.

- Today, when we hear the idea of the “pursuit of happiness, to the ancient Greeks it more properly meant “well-being,” or “human flourishing,” which manifested as a result of a lifetime of living a virtuous life.

Without friends no one would choose to live, although he possessed all material wealth. -- Aristotle

The Nature and Discipline of Friendship

The Pre-Christian Greek and Roman philosophers that help build the virtuous character of its best citizens. These perspectives were symbiotic with the teachings of Christ.

Friendship is a Form of Love

Socrates and Plato advocated that friendship is a beautiful type of love, but not the same kind of love as romantic love or sexual desire. Friendship is based on mutual goodwill and a desire to do good for the other person. It is one of the most important things in life. The dialogues between Plato and Socrates offer a complex and nuanced view of friendship demonstrating friendship is a multiple set of inter-related actions based on love, virtue, and mutual benefit. Love and Friendship are two essential elements of the fabric of civilization – ancient and modern.

The Golden Rule – *Do unto others as you would want them to do unto you* – is embedded in many ancient cultures, including Egyptian, Greek, India, as well as in ancient religions. Certainly, the thinkers of ancient times made *love* and *love thy neighbor* central to making a civilization that could function and sustain itself.

"A good friend is someone who loves you for who you are, not for what you can do for them." - Epictetus



Abundance, Ethics, and Character

The ancient Greeks perceived the interplay between ethics and character as a very close one. They believed that ethics, or moral philosophy, is concerned with the good life, and that the good life is one that is lived in accordance with virtue. Virtue, in turn, is a settled disposition to act in a certain way, and this disposition is rooted in character.

The Greek word for virtue is **aretê**, which can also be translated as "excellence." The ancient Greeks believed that everything has its own **aretê**, or excellence, and that human **aretê** is the excellence of a human being. This excellence is achieved through the cultivation of the moral virtues, such as courage, temperance, justice, and wisdom.

Character, on the other hand, is the set of qualities that make up a person's moral being. It is the foundation of virtue, and it is developed through a lifetime of practice and education. The ancient Greeks believed that character is not something that is given to us, but something that we must create for ourselves.

The interplay between ethics and character is therefore a two-way street. Ethics tells us what we should do, and character gives us the strength and motivation to do it. The ancient Greeks believed that the best way to live a good life is to cultivate the moral virtues and to develop a strong and virtuous character.

Here are some of the key concepts in ancient Greek ethics and character:

- **Eudaimonia** (happiness): The ancient Greeks believed that the goal of life is to achieve eudaimonia, which is often translated as "happiness" but is more accurately understood as "human flourishing." Eudaimonia is not something that is achieved overnight, but is the result of a lifetime of living a virtuous life.
- **Virtue** (aretê): Virtue is a settled disposition to act in a certain way. The ancient Greeks believed that there are four cardinal virtues: courage, temperance, justice, and wisdom.
- **Character** (êthos): Character is the set of qualities that make up a person's moral being. It is the foundation of virtue, and it is developed through a lifetime of practice and education. (note the confluence of the words "ethics" & "character.")
- **Reason** (logos): The ancient Greeks believed that reason is the highest faculty of the human soul. It is through reason that we are able to understand the world around us and to make moral choices.
- **Education** (paideia): The ancient Greeks believed that education is essential for the development of virtue and character. Education should not only teach us facts, but should also teach us how to think critically and to make moral choices.

The ancient Greek conception of ethics and character has had a profound influence on Western thought. It is still debated today how best to understand and cultivate these concepts. However, the ancient Greeks' insights into the relationship between ethics and character remain relevant and valuable.

The ancient Greeks believed that the qualities of ethics and character created abundance in a number of ways.

First, they believed that people with good character are more likely to be successful in their endeavors. This is because they are more likely to be trustworthy, reliable, and hardworking. As a result, they are more likely to build successful businesses, earn good incomes, and accumulate wealth.

Second, the ancient Greeks believed that people with good character are more likely to be happy and content. This is because they are more likely to live in accordance with their values and to have fulfilling relationships. As a result, they are more likely to experience the kind of inner peace and satisfaction that is often associated with abundance.

Third, the ancient Greeks believed that people with good character are more likely to make a positive contribution to society. This is because they are more likely to be honest, just, and fair. As a result, they are more likely to create a society that is prosperous and harmonious.

In short, the ancient Greeks believed that the qualities of ethics and character are essential for creating abundance in both the individual and the society. They believed that people with good character are more likely to be successful, happy, and make a positive contribution to the world.

Here are some specific examples of how the qualities of ethics and character could lead to abundance in ancient Greek society:

- A farmer with good character would be more likely to be successful in his work, as he would be more likely to be honest, hardworking, and responsible. This would lead to a bountiful harvest, which would provide food and income for his family and community.
- A merchant with good character would be more likely to be successful in his business, as he would be more likely to be fair, trustworthy, and reliable. This would lead to a thriving business, which would provide goods and services for his customers and generate wealth for the community.
- A politician with good character would be more likely to be successful in his career, as he would be more likely to be just, honest, and impartial. This would lead to good governance, which would benefit the entire society.

Of course, there are many other ways in which the qualities of ethics and character could lead to abundance in ancient Greek society. These are just a few examples.

It is important to note that the ancient Greeks did not believe that ethics and character were the only factors that contribute to abundance. They also believed that luck, natural resources, and other factors played a role. However, they believed that ethics and character were the most important factors, and that they were essential for creating a truly prosperous and harmonious society.

Consequently, when St. Paul decided his message was meeting too much resistance in Judea, he wisely travelled to the Grecian lands around the Aegean Sea, where his audience was far more amenable to hearing the glorious words of Jesus. Heraclitus, Socrates, Plato, Aristotle, and others had set the stage for the next evolution in elevating the dignity of the human spirit.

love and respect, abundance would flow through and out of such relationships.

First, friends help us to achieve our goals, providing support and encouragement, helping us stay motivated.

Second, friends make our lives more enjoyable, sharing our interests and passions, and making us laugh and feel happy. He also believed that friendship is a special kind of relationship that is based on mutual love and respect.

Third, friends make us better people, challenging us to be our best selves, and helping us develop our virtues.

Plato's belief that friendship would create a life of abundance was based on his understanding of the nature of human beings, because humans are social creatures who need relationships in order to thrive.

Friendship is Essential for Human Flourishing

In his dialogue *The Republic*, Plato envisioned how friendship would create a life of abundance.

"Friendship is essential to the good life. Without it, we cannot achieve our full potential as human beings." -- Plato

Plato's belief that friendship would create a life of abundance is based on his understanding of the nature of human beings. He believed that humans are social creatures who need relationships in order to thrive. He also believed that friendship is a special kind of relationship that is based on mutual love and respect. The belief that friendship is essential for human flourishing is still widely held today: friends make our lives richer and more meaningful

In his book *On Friendship*, written forty-four years before the birth of Christ, Cicero follows Plato, telling Romans that friendship is essential for living a happy and fulfilling life. He defines friendship as "a community of mind" or "a union of souls" - true friends are united by shared values and a common goal of living a virtuous life. In Latin, both *Love* and *Friendship* come from the same root. Thus, in a great friendship the honorable Roman experiences brotherly/sisterly love for their friend.

"I urge you to regard friendship as the greatest thing in the world; for there is nothing which so fits in with our nature – it is so exactly what we want in both prosperity and adversity." -- Cicero

Cicero's Principles of Friendship

1. First Law of Friendship

We should ask from friends, and do for friends, only what is good. Do not wait to be asked; let there be an ever-eager readiness, and an absence of hesitation



2. **Golden Rule in Friendship**

Put yourself on an even level with your friend. If there is any advantage in personal character, intellect, or fortune, be ready to make our friends sharers and partners in it with ourselves.

3. **Friendship is Paramount to Life**

I urge you to regard friendship as the greatest thing in the world; for there is nothing which so fits in with our nature – it is so exactly what we want in both prosperity and adversity.

4. **Union between Love & Friendship**

In Latin, both *Love* and *Friendship* come from the same root. Thus, in a great friendship the honorable Roman experiences brotherly/sisterly love for their friend.

5. **Don't Confuse True Friendship with Imposters**

Trusted, devoted friends have a deep soulful connection, displaying love and mutual aid without reservations. This is different from mere acquaintances and transactional relationships.

6. **Good Character is the Basis of Solid Friendships**

Poor character undermines friendships; people who strive to be virtuous make lasting friends. Invest time needed to develop personal goodness; determine its existence in others.

7. **Friends Bring Out the Best in Others**

Being a great friend means you seek to reinforce your friend's best qualities: their wisdom, their trust, their goodness, their capabilities. This must be a mutual endeavor.

8. **Refrain from Transactional Expectations**

Friendship is not necessarily about "give and take;" men should not measure the value of their friends based on how much they give or receive; true friendship it is not a business relationship. It seeks neither repayment, nor keeps score.

9. **Cherish the Esteem of Friendship**

Can life be worth living lacking the spirit found in the mutual good-will of a friend? Is not prosperity robbed of half its value if there were not someone to help you in adversity?

10. **True Friends Must be Honest**

Friends will tell you what you *need* to hear, not what you *want* them to say. Real friends never indulge in flattery for their own purposes. A true friend risks your anger by telling you the truth.

11. **Friendships are Honorable**

A friend never asks another to act wrongfully; a friend will risk much for another, but never honor. If a friend asks you to lie, cheat, or do something shameful, they are not a true friend.

12. **Friendships Embrace Humility**

Honorable friends are never arrogant, boastful, or unsympathetic. They



consciously shun “intemperate passions” (like uncontrolled anger, hatred, revenge or manipulation).

Together, Cicero advocated, these build the highest quality of friendships, which are the foundation of a “community of friendships” that bear abundant fruit.

"Friendship is the only good that is not diminished by being shared."
-- Cicero

Virtuous Friendships

- Are Sculptors of the Soul

Virtuous, healthy friendships shaping us into beings of greater compassion, empathy, and kindness. The Greeks, like their Hebrew neighbors, believed in the essence of the soul.¹²

True and trusting friendships serve as a brilliant beacon for our soul, guiding us in storms, keepings off the rocks and shoals of a tumultuous life. This is one of the most important things in life, essential for us to live a good, fulfilling and happy life. Friends help us to achieve our highest destinies, to learn a cornucopia of new insights, and cultivate an ever-growing garden.

By building communities and neighborhoods of friendships based on a sound moral foundation, we are not only happier, but leave the world better than we found it. For the next generation that follows, this creates the platform for future evolution of the Holy Spirit's influence on each human soul.

Truly great friends love exploration, discovery, and creation, always expanding their horizons and lifting their souls.

"Friendship is a single soul dwelling in two bodies."
-- Aristotle

- Lead to wisdom and enlightenment

Friends can transmit and absorb the wisdom of experience, transforming us -- like a caterpillar becomes a butterfly -- into the into the finest versions of ourselves. Like the gentle wind that fills our sails, friends can propel us forward, thus enabling us transcend our limitations, boundaries and constraints. Through the dance of friendship, each shared moment of love, creation, wisdom and joy expand life's enormous possibility. Friendship as not only the bridge between happiness and virtue, but it's capacity to have *transcendent* and metamorphic impact is profound, because it gives us the critical insights to open our understanding of creating real synergy and *Creationships*.

¹² Plato described the presence of the “upper soul” as being akin to the divine, whereas the “lower soul” was the beast within us. The story of Phaedrus describes our inner battle to harness the lower soul so the upper soul can guide our way through the journey of life.

“Those who love wisdom must investigate many things”
— Heraclitus

“Nothing will ever please me, no matter how excellent or beneficial, if I must retain the knowledge of it to myself. And if wisdom were given me under the express condition that it must be kept hidden and not uttered, I should refuse it. No good thing is pleasant to possess, without friends to share it.” — Seneca

- Lead to a more just and equitable society

Aristotle postulated that friends would be more likely to help each other in need, and that they would be more likely to cooperate with each other for the common good. The more people who heeded this wisdom would lessen the need for government to ensure justice and equity and resolve thorny disputes. People would be solving these problems at the interpersonal and community level instead.

Friends can challenge us to be our best selves, and that they would help us to develop our virtues.

- Friends need not be in perpetual agreement

Woven into the fabric of meaningful friendships, the advent of synergy needs not eternal consensus. Rather, it is truly nurtured by a steadfast adherence to the principles of virtue. Trust becomes the “adhesive” for the exploration of *polarized* perspectives, transforming them into *paradox*, which then bear fruit as *paradigm shifts*. Thus, it is from each individual’s uniqueness that the seeds of new wisdom and groundbreaking creativity are sown, illuminating the path to uncharted realms of insight and innovation.

“All things come into being by conflict of opposites.”

“When differentials are aligned and joined together,
from these differences can result the most beautiful harmonies.”

“All things are in flux; the flux is subject to a unifying measure or rational principle. This principle (logos, the hidden harmony behind all change) bound opposites together in a unified tension, which is like that of a lyre, where a stable harmonious sound emerges from the tension of the opposing forces that arise from the bow bound together by the string.”

— Heraclitus

- We should be honest and open with our friends

We should not hide our true selves from our friends, but should be open and honest with them.

- We should be willing to forgive our friends

Everyone makes mistakes, and we should be willing to forgive our friends when they make mistakes

“When friendship is settled, you must trust; before friendship is formed, you must pass judgment. Those persons indeed put last first and confound their duties, who ... judge a man after they have made him their friend, instead of making him their friend after they have judged him.” -- Seneca

Friendship is a Gift and Rare Treasure

Socrates stated that true friendship is rare, because it is difficult to find people who are truly virtuous and who are willing to put the needs of others before their own. Aristotle also warned that friendships based primarily on personal advantage, not on character, really didn't qualify to be called friendships and would likely falter due to distrust.

"Friendship is not something to be taken for granted. It is something to be cultivated and nurtured.,, True friends are rare, but they are worth their weight in gold."-- Epictetus

“Whenever you kiss your child, sibling, or friend, don't layer on top of the experience all the things you might wish, but hold them back and stop them, just as those who ride behind triumphant generals remind them they are mortal. In the same way, remind yourself that your precious one isn't one of your possessions, but something given for now, not forever.”
-- Seneca

- Friendship is a Lifelong Journey

We grow and change over time. Our friendships should grow and change with us. So too does friendship serve as a fuel for our long journey through life, providing energy to climb higher and more resiliently in the face of adversity and disillusionment.

"Friendship is the greatest of all goods, for without friends no one would choose to live." -- Aristotle

Friendship is a choice. We choose our friends, and they choose us thus we must be careful and judicious in how we make these choices.

- Friendship must not be taken for granted

We should cherish our friends. Be grateful for their friendship, treating our friends like true brothers and sisters.

This requires effort and commitment from both friends. Friendship can be difficult at times; however, it is worth the effort to maintain healthy friendships. A great friend *refines* us by gently pointing out our inner conflicts, hypocrisies, and inconsistencies, and helping us resolve the quandaries, pains, guilts, and 'historic baggage' we carry around, often in the crevices of our subconscious, leaving the dregs of our lives behind. Then in



the hole left from their removal or reduction, fills it with wisdom, joy, love, and creation – the divine energies of the Holy Spirit.

Friendship is based on Trust and Reciprocity

- Trust is the Cornerstone of True Friendships

What's notable with stoics is the importance of trust in successful friendships. Without trust, friendships are like contracts written on water. Without trust, our friendships are doomed for extinction.

“If you consider any man a friend whom you do not trust as you trust yourself, you are mightily mistaken and you do not sufficiently understand what true friendship means.” -- Seneca

- Good-Will Supports Friendship

Aristotle said that friendship is not possible without goodwill, or a desire to do good for the other person.

“The only way to have a friend is to be one.” – Epictetus

“Regard him as loyal and you will make him loyal.” -- Seneca

- Reciprocity benefits Friendship

We should be willing to give as much as we receive from our friends. we reciprocate by doing what is best for them. This does not mean it must be an exact 50/50, like for like transaction. Each friend gives what they can. For one it may be time, for another it may be a helping hand, for another financial support. Nor does it mean it is always in perfect equitable balance. If one friend is impaired by health or accident, the other friend should perform “beyond the call of duty.”

"Friendship is a two-way street. It is not something that can be taken for granted." – Epictetus

“Friendship produces between us a partnership in all our interests. There is no such thing as good or bad fortune for the individual; we live in common. And no one can live happily who has regard to himself alone and transforms everything into a question of his own utility; you must live for your neighbour, if you would live for yourself.” -- Seneca

- Friendship Requires Discipline and Commitment

“To be even-minded is the greatest virtue.

Wisdom is to speak the truth and act in keeping with its nature.”

“Abundance of knowledge does not teach men to be wise.”

— Heraclitus

HOW TO LOVE THY NEIGHBOR

- We ought be Selective about our Friends

We should not be friends with everyone, but only with people who are virtuous and who share our values. True friendship is a choice. If you are willing to make the effort, you can find true friends who will enrich your life and help you to live a more fulfilling life.

“Ponder for a long time whether you shall admit a given person to your friendship; but when you have decided to admit him, welcome him with all your heart and soul. Speak as boldly with him as with yourself.”

-- Seneca

“There’s nothing worse than a wolf befriending sheep. Avoid false friendship at all costs. If you are good, straightforward, and well-meaning it should show in your eyes and not escape notice.” — Marcus Aurelius (student of Epictetus.)

- We must Let Go of Friendships that are No Longer Healthy

If a friendship has become sick, or even perverse, we must be willing to release it from its grasp. A sour relationship will do someone harm; let it go.

“He who regards himself only, and enters upon friendships for this reason, reckons wrongly. The end will be like the beginning: he has made friends with one who might assist him out of bondage; at the first rattle of the chain such a friend will desert him. These are the so-called “fair-weather” friendships; one who is chosen for the sake of utility will be satisfactory only so long as he is useful...He who begins to be your friend because it pays will also cease because it pays. A man will be attracted by some reward offered in exchange for his friendship, if he be attracted by aught in friendship other than friendship itself.” — Seneca

“Above all, keep a close watch on this — that you are never so tied to your former acquaintances and friends that you are pulled down to their level. If you don’t, you’ll be ruined. . . . You must choose whether to be loved by these friends and remain the same person, or to become a better person at the cost of those friends . . . if you try to have it both ways you will neither make progress nor keep what you once had.” — Seneca

Conclusion:

Following the advice of the ancient Greeks and Romans, guided by the Wisdom of the Scriptures will transform our relationships with others, build communities of friendships, transform our outlook on life, let abundance flourish, and let us elevate our souls by embracing the Holy Spirit in Christ’s name, as was promised in John 16:

- **John 16:4-15** “Now, however, I am going to Him who sent Me; yet none of you asks Me, ‘Where are You going?’ Instead, your hearts are filled with sorrow because I have told you these things. But I tell you the truth, it is for your benefit that I am going away. Unless I go away, the Advocate will not come to you; but if I go, I will send [the Holy



Spirit] to you.”... When the [Holy] Spirit of truth comes, She¹³ will guide you into all truth. For She will not speak on Her own, but She will speak what She hears, and She will declare to you what is to come. She will glorify Me by taking from what is Mine and disclosing it to you. Everything that belongs to the Father is Mine. That is why I said that the Spirit will take from what is Mine and disclose it to you.”

When we meet another, do we meet just another person as an object or ego, or do we look deep into their eyes to seek their soul, to bring out their higher spirit, to elevate the dignity of their divine essence.

This is the real meaning of the beginning of a beautiful friendship (remember the end of the movie “Casablanca”).

What does the word “Love” Mean?

Love and Friendship are two essential elements of the fabric of civilization – ancient and modern. Culture has a massive impact on language, and vice versa. How a culture thinks, envisions, and chooses to express its deepest meanings is reflected in the options its people have to express distinctions.

Love in different languages can have very different meanings, sometimes the variety is enormous. Of all the words in the English language, “love” is perhaps both the richest in meaning and the most confounding because the highly nuanced meanings of many Latin and Greek words are lumped and dumped, helter-skelter in one massive centrifugal basket called “love.”

Those who speak English as their native language are hindered in their height, breadth, and depth of how they love because our language constrains our ability of the heart, mind, and soul from entering a wider galaxy of experience, interpretation, and envisioning of grand possibilities.

Greek, the original language of the New Testament was an exquisite tongue to express the kaleidoscopic dynamics of love. In the next chapter we will explore how the Greeks thought of love, and how learning their patterns of thinking can truly change the way we perceive love in today’s 21st century world of computers, smart phones, and artificial intelligence.

And, no! you don’t have to learn Greek to have a wonderful grasp on what love meant to the Greeks when St. Paul was preaching to the Corinthians, Ephesians, or Thessalonians.

Learning to love like an early Greek Christian will not only create more sustainable friendships, but fulfill our realization of Christ’s commandment to *Love Thy Neighbor*.

¹³ In the early Hebrew and Greek texts, the Holy Spirit is personified in the Divine Feminine, whereas in the Latin Texts in the Divine Masculine.

Chapter 6: Splendored Love



“Love is a many splendored thing” is the song title of a romantic favorite from the 1950s.

Splendor means: an *extraordinary brilliance*, a *lustrous glow*, a *glorious magnificence*.

Splendored Love refers to the multitude of types of love in relationships experienced over a broad range of people, including marriage partners, friends, family, strangers, community, and even with ourselves. Splendored Love is multi-dimensional and kaleidoscopic in nature – something marvelous – already embedded by God in your genetic coding.

The Ten Great Loves of Lasting Relationships

Ancient Wisdom Seen Through a Modern Lens by Robert Porter Lynch

Of all the words in the English language, the word “love” may be the most confounding and confusing. The reason is because English converged the meaning of at least a half dozen words from the Greek into one word. It’s like mixing many colors of paint into a bucket – the result is a muddy brown. In the 21st century, love seems to focus typically on a single form of *romantic* relationship, which makes love difficult to attain and sustain. It might be unrealistic to find a mate that understands the real richness of love.

By refining our desire to experience the diverse richness of the ten loves, by building a strong multidimensional construct for splendored love, we have a heightened chance of attaining its glory.

Rather than try to resurrect the ancient Greek words (see endnotes) which, while often deeply inspiring, seem to have little meaning for us in our modern, digital age, I have referred to more contemporary expressions to illustrate the many facets of love.

Let’s explore how to grow love as a “splendored thing:”

Why should I bother reading this?

Because understanding the *multi-dimensional beauty* of **Splendored Love**, you will have a gained a whole new, vibrant, and wondrous perspective on love and life itself.

- How you experience your world will shift.
- Your relationships with others will become elevated.
- You will have an “artist’s palette” to design a vibrant life.
- You will more readily experience the divine spirit in others, and in yourself.
- You will learn to “love thyself” in a healthy and exquisite way.

You can gain the benefits of Splendored Love immediately and they will provide both a pathway to great abundance, spiritual health, trusting relationships, and self-improvement.

My favorite Love Poem is a classic by Elizabeth Barrett Browning- 1806-1861



How Shall I Love Thee?¹⁴

*How shall I love thee? Let me count the ways.
I love thee to the depth and breadth and height
My soul can reach, when feeling out of sight
For the ends of being and ideal grace.
I love thee to the level of every day's
Most quiet need, by sun and candle-light.
I love thee freely, as men strive for right.
I love thee purely, as they turn from praise.
I love thee with the passion put to use
In my old griefs, and with my childhood's faith.
I love thee with a love I seemed to lose
With my lost saints. I love thee with the breath,
Smiles, tears, of all my life; and, if God choose,
I shall but love thee better after death.*

In this poem, we quickly get the sense that love is multi-dimensional, dynamic, spontaneous, and filled with harmony, peace, and an ever-evolving sense of spiritual energy.

Most people never really consider the magnitude of the meaning of this poem, nor do they think about how to energize its glory. It is, in all its right, a description of **Splendored Love**. Elizabeth Barrett Browning has conveyed the *description* of a grand form of love, but how do we *actualize* it in our everyday lives.

The first step in actualization is to *understand the inner design architecture of Splendored Love*, then, as the change in title implies, *turn the poem from a sublime description of a set of momentous feelings that have already happened, into a set of conscious choices in building a splendid relationship with others in your life in the immediate future*. This also applies to *transforming failing relationships*.

Not only will learning how to engage in **Splendored Love** to transform your relationships with God, the world around you, and improve your friendships, but you will also be transformed as you embark on a journey of self-discovery for the *real meaning of your life*. You will experience a deeper and more stable wisdom about what you *Believe*, *Perceive*, *Conceive*, *Achieve*, and *Receive* in return.

Let's start on this Spiritual Journey:



¹⁴ (Author's Note: I changed the title from "How Do I Love Thee" to "How Shall I Love Thee" to emphasize we get to choose how we love)

Spiritual Love

This is best described as “soulful” or “sacred” love; it has a powerful “holy” or “blessed” quality to it.

Spiritual love is the very deepest and exalting of all the forms of love, for it is the “thread of the Holy Spirit” that connects two lovers to their highest and most beloved selves and to unity with the divine – the Holy Spirit & the Great Designer.

Spiritual love is both very

“ethereal” and very practical, for it flows from above, transcending transgressions of the moment. It’s based on the strongest of foundations: belief and faith in a partner’s inherent goodness.

Often mates refer to each other as “soul mates” who are embraced by the light of such a strong experience of love.

From this foundation, a wellspring of wonderful sustaining waters flow – such as graciousness, forgiveness, mercy, and joy (which are based not on the circumstances of the moment, but upon a soulful reverence and devotion to life itself).

Spiritual Love is fully enveloped by the four divine energies of the Holy Spirit: Love, Wisdom, Creation, and Joy. These know no limits or bounds, these energies are “self-regenerative.” When we unify and delight in the Four Divine Energies of the Holy Spirit, we experience a synergistic and transcendent wholeness and completeness that alleviates the invisible pain and yearning we sense but often cannot identify. The Holy Spirit’s Quadractive energies, when flourishing, will produce both spiritual and physical abundance through the activation of community – a common unity of friends and partners.

A society that aligns the divine quadractive energies prospers in this world and strives to create an abundance “on earth as it is in heaven,” as the Lord’s prayer pledges. It is through these four divine energies that humanity – both as a society and as individuals – attain happiness and well-being. This is why Christ states in John 15 that He is leaving this world so that the Great Counselor -- the Holy Spirit – can come enable humans to do greater works than He; and to bring great joy to all humanity.



Romantic Love

Often this is the dimension where a love between a man and a woman begins. The romance has many hues and flavors, combining the sensual with the imaginary. It can range widely in breadth of scope:

- physical (erotic such as sexual or erogenous interaction)
- fantasy (illusionary or imaginary delights, ethereal)
- passion (heightened emotions, elevated esteem, glorified feelings)
- enchantment (smitten, spell-bound, charmed, magical)
- euphoria (mesmerizing, spinning fascination, rapture)
- poetic and tender (such as lovely words and symbols)
- beauty (such as form, figure, proportion, and color)
- harmony (singing, music, a walk on the beach)
- stimulation (dancing, laughter, wittiness, humor, fun)
- excitement (river rafting, risky feats, sky diving)
- adventure (traveling, discovering, exploring)
- surprise (unexpected, display of power or courage, unpredicted twists)



Eros – named after the Greek god of fertility, represents the idea of sexual passion and desire. But the Greeks didn't always think of it as something positive (as we tend to do today.) In the ancient context, *eros* was viewed as a dangerous, fiery, and irrational form of love that could take hold of you and possess you. *Eros* involved a loss of control – falling madly in love – which frightened the Greeks.

The problem occurs especially when there is a lack of balance between the 6 loves. When Erotic love overwhelms the others, sex becomes preeminent, diminishing the others. The result is nearly invariable – a failure to establish a foundation of trust, which will collapse any semblance of real, sustainable love.]

Eros is obviously the root word for “erotic,” but it does not describe sexual love only, it actually describes all emotional love; the feeling of love. *Eros* love is that insatiable desire to be near the target of this love. The exciting, passionate, nervous feelings that sweep over people in the appropriate circumstances. This is the love that says “I love how you make me feel.”

As an emotion, *Eros* changes, sometimes suddenly. Remember that it is entirely based on circumstances and on the target of its emotion. As an emotion, alone it is morally neutral, however, it can just as easily lead to lust (sinful desire) as it can passion. It is also a good picture to think of *Eros* as the fruit and flowers of a new relationship. *Eros* is not a bad thing, but it is also not a “good” thing.



Joyous Love

The art of bringing joy to a relationship is perhaps the most overlooked part of the "love paradigm."

My mother had perfected this form of love – nearly everyone who was in her presence felt "happier," "more appreciated," "uplifted," or in a "higher state of well-being." While she did it so naturally, she

had such intention in her heart. She made it a habit, and a practice. She was always looking out for the best interests of others. She never gossiped and always advised me "If you can't say something nice about someone, don't say anything at all."

Most people knew my mom as one of the most "gracious" people they had ever met.

That grace came from the enlightened grace of the Holy Spirit flowing through her. She was just happy to bring joy to others. She once said "Just be easy to love; don't judge, condemn, scold, or be cynical – try to bring out the best in everyone you meet."

I noticed that it was always a lot easier to create joy with those who meld into the joyful experience, and revel in its Zen-like moments. Their expectations are not grandiose – they embrace a reverie with little things and multiply those moments into a whole world of wonder. I see it in the little things people do, their playfulness of spirit, the joy we create with a side-wise glance, a sparkle in our smile, a glint in our eye.

The Greek word *Ludus* was used to refer to "fun-loving" or "playful" qualities. The Greek idea of playful love referred to the affection between children or young lovers. Innocent fun, such as flirting and teasing in the early stages of a relationship are good examples. It can be as simple as sitting around in a bar bantering and laughing with friends, or when we go out dancing. Dancing with strangers may be the ultimate ludic activity, almost a playful substitute for sex itself. Social norms may frown on this kind of adult frivolity, but a little more *ludus* might be just what we need to spice up our love lives. There is certainly no reason for playfulness to end with adolescence.

Most people are seemingly unaware of such things -- it's their natural self: a Magical Reverie -- a rare and precious fragrance that comes from a unique dimension of their essence -- hearkening to a life lived in the embrace of spirit. Joyous love can be serene or highly energized. Some of Joyous Love is ephemeral, spontaneous, quick and serendipitous. And another part of Joyous Love is "designed," conscious choices on how to perceive, interact, react, co-create, and make choices selecting among consequences Joyous Love can be whimsical, playful, humorous, self-deprecating. Singing, story-telling, honouring others, celebrating, embracing, memorializing, clean comedy, are all different dimensions of joyous love.



Honorable Love

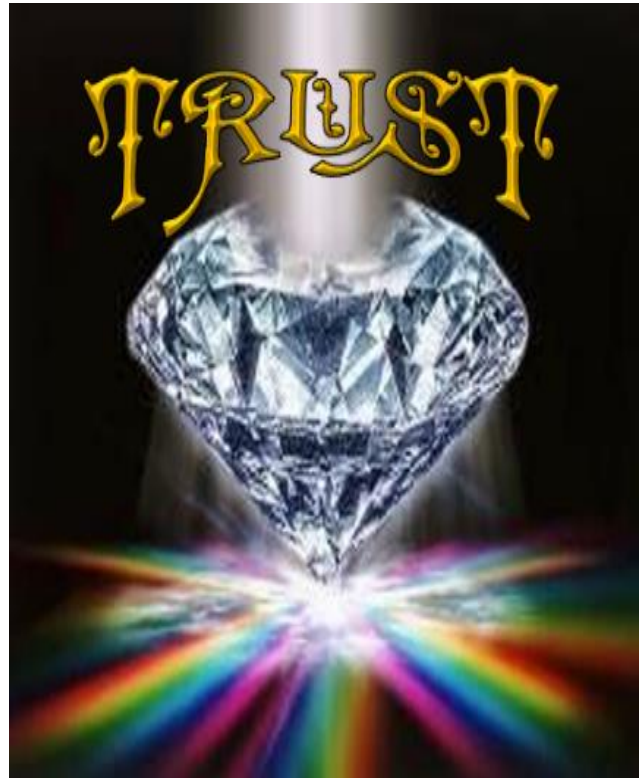
While most love affairs may start with Romantic Love, for the relationship to sustain itself, it must be built on something far more firm, stable, and consistent. Honorable Love is Trustworthy Love. Relationships that last are sustained on a rock-solid foundation of trust.

To love fully, partners must *first trust fully*. Without trust, all romance will eventually crash on the rocks of fear, run aground on the shoals of anger, or have its undercarriage torn out on the reefs of instability.

Just ask any marriage counselor: “what percentage of couples going through a divorce have lack of trust as a central theme causing the breakup?” They will tell you without hesitation: “100% of breakups involve a loss of trust.”

Trust is a word so bandied about, but so little understood. It's not a single thing, it is *multifaceted* and *prismatic*, like a diamond. The facets can best be symbolized by key principles that engender trust. (Acronym: FARTHEST)

- Fairness -- which insures equitability and reciprocity
- Accountability -- which is the external display of internal integrity
- Respect for others -- which, in advanced form, becomes empathy
- Truthfulness -- which requires solid commitment to be honest in your word
- Honourable Purpose -- which entails devotion to doing the best thing for the right reasons
- Ethics & Excellence -- which promises doing the morally right thing with the highest standard
- Safety & Security -- which ensures your partner is physically safe and financially secure
- Transparency & Openness -- which empowers your motives to be clear, noble, and obvious to others



Friendship & Partnering Love

Honorable Love sets the foundation for Partnering Love, which is the embodiment of both great *friendship* and great *partnership* – two very different types of love flowing together interactively, making this form of love both *stable* and *dynamic* at the same time.

Let's first look at *friendship*. In Splendored Love, your mate is your very best, most trusted friend. We choose our friends because they are *like* us. A friend shares common experiences, has compatible values, and holds similar points of view. True Friendship is expansive, holding both deep affiliation and broad dimensions.

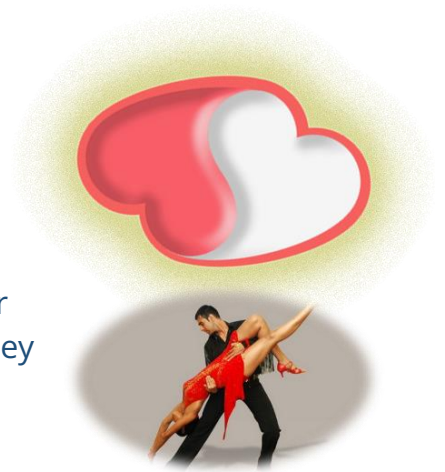
On the other hand, *partnership* is based not on similarities, but on *differences* – qualities we honor in our mate that we do not have in ourselves. Like magnets, the different polarities can be highly attractive, drawing people together. However, without trust, these differences, rather than being synergistic, can become conflicted, adversarial, and destructive, often ending in fighting, polarization, and divorce.

In a healthy relationship, it is both the *similarities* that draw each other together at first *and the differences* each holds dear in the other that energize their relationship – each capable of thinking, seeing, and doing something that the other is not skilled at. In this way, their differences enable their relationship to become a “whole” where the whole is greater than the sum of the individual parts.

Mates become “partners” when they *cherish the differences* between them, using each other's strengths and weaknesses to mutual advantage (not disadvantage!). They never manipulate each other to get what they want, nor do they become co-dependent upon each other.

Their level of trust is extraordinarily high; each knows the other will try to be fair, be accountable for their actions, respect each other, tell the truth, elevate their personal “mission” for honourable purpose, be ethical and set high standards of excellence, keep each other safe and secure, and be open and transparent. With trust as a consistent underpinning to Partnering Love, love can grow and sustain itself.

Partnering Love empowers mates to work together as a team, one for all, all for one; they realize that they are better together than separate; they build on each other's ideas, creating and performing as one. They engage in a “dance” where both are in tune to the music of life, but each dances with different movements, while keeping in rhythm with the other. Inherently this means each partner is dedicated and devoted to bringing out the very best in each other, thus it is, at its core *synergistic love*.



Parental Love

Parental love could just as easily be called Motherly and Fatherly Love. (Storge in Greek) Mates don't have to be raising children to fully express their motherly and fatherly instincts.

For example, my mother often said to me in her later years "once a mother, always a mother." She cared for me not as a doting mother, but by checking in regularly and unobtrusively to be sure I was fine. Also, she was always looking out for my father's well-being, happiness, health, stress reduction, and nutrition. She hugged him several times a day to reinforce her commitment. Mom always had a smile.

Similarly, my father always looked out for my mom's personal safety, her financial security, improving our home, and protecting her honorable name. His caring extended to his personal integrity (Honorable/Trustworthy Love) to help create a positive emotional and familial environment.

Paternal love is one of the stronger loves, because it is a devotional dedication to the well-being of another person, regardless of their level of dependency. As parents enter their last years, Parental Love does a reverse flip when children are called upon to care for elderly parents.

Parental Love involves *guidance and direction* of any member of the family (young or old). Managing emotions is a key element -- when one gets frustrated, falls into depression or discord, or gets out of balance with life. Effective Parental Love provides values that engender family as solid community; building character, fostering learning, displaying respect, adhering to ethics and supporting personal maturation.

When the child is no longer dependent, this love remains only in its emotional memories. If motherly love becomes obsessive in later years it becomes unhealthy, and should be shifted to "Partnering Love."

A true commitment to parental love also means each parent is working together to help their children build character, realize how to find mission and purpose in their lives, and, importantly, learn how to be great parents for the next generation.

The way children feel about their parents is one of respect, not friendship. Parents are authority figures, not equals to children. Intimate relationships are appropriate between parents, not between parents and children. Discipline is one-way directed, but in friendships it is interactive and reciprocal. The joy of friendship is given freely, but in parenting joy comes from commitment, obligation, and a love transmitted by authority – a good form of aristocracy from the higher to the lesser.



Philosophic Love

The word "Philosophy" literally means "Love of Wisdom." (Greek *Philo*: Love + *Sophia*: Wisdom). Philosophic Love is not an academic abstraction; rather it's a pragmatic application of deep understandings of interpersonal realities. It aims at propelling the evolutionary journey of the mind and the soul throughout life.



Philosophic Love is the crown jewel of all the loves for it is the ultimate *guidance system* that balances, aligns, integrates and rotates (like a kaleidoscope) the other five loves -- knowing when you or your partner needs which one of the ten loves at what moment. It also prevents love from becoming perverted.

Pragma is the Greek term for long-standing, practical, mature love. This was the deep understanding that developed between long-married couples. *Pragma* is about showing patience and tolerance, along with making compromises to help the relationship work over time.

The psychoanalyst Erich Fromm said we expend too much energy in "falling in love" and need to learn how to "stand in love." *Pragma* is precisely about standing in love—making an effort to give love rather than just receive it. With about a third of first marriages in the U.S. ending through divorce or separation in the first 10 years, the Greeks would advise bringing a serious dose of *pragma* into our relationships.

Wisdom combines emotional maturity, stability in a storm, courageous action, deep insight, empathy, sound judgment, prudent trust, use of truthful knowledge, and weighing facts/evidence with equanimity. It embraces the willingness to learn, inquire, thus being aware of changing conditions, prudence to control one's emotions under stress, the ability to see through a paradox, and accept new frames of reference.

When those angry moments arise (or in the early stages of a brewing argument), Wise Love lets us see what boils under the surface, embrace the other's fear or anxiety (real or imagined), feel their hurt (physical or emotional), appreciate one's sense of guilt (conscience), understand conflicting messages or values (standards), clarify confusion (uncertainty), rebuild broken trust (doubt, divisiveness, insecurity), realign expectations (broken promises), respond appropriately to the confusions of loss or death, relieve frustrations/stress/anxiety, and soothe feelings of depression/helplessness/victimization.

Philosophic Love is often long to develop, and forms the deepest foundations for love everlasting. It doesn't appear as dramatically as Romantic Love, and to the outside observer may seem unimportant.

Labour of Love & the Art of Work

Mastery of the art melding identity with work is an art that is actually not about work itself.

Work can be transformed into art, and magnified into action, if our hearts and minds are conduits of a much greater and mightier purpose -- if we see ourselves as benefactors of the flow of the two divine energies – love and creation – and channel these energies through us into the building of our world. Kahlil Gibran probably understood this phenomenon best as he observed in *The Prophet*:

*When you work you are a flute through whose heart the
whispering of the hours turns to music.*

*When you work you fulfill a part of earth's furthest dream
assigned to you when that dream was born,
And in keeping yourself with labour you are in truth loving
life.
And to love life through labour is to be intimate with life's
inner most secret.*

All work is empty save when there is Love;

*And when you work with love, you bind yourself to yourself,
and to one another, and to God.*

And what is it to work with love?

*It is to weave the cloth with threads drawn from your heart;
it is to build a house with affection;
It is to sow seeds with tenderness and reap the harvest with joy;
It is to change all things you fashion with a breath of your own spirit,*

Work is love made visible.

*And if you cannot work with love but only with distaste,
it is better that you should leave your work
For if you grudge the crushing of grapes,
your grudge distills a poison in the wine.*

*And if you sing though as Angels,
and Love not the singing,
You muffle man's ears to the voices of the day
and the voices of the night.*



How does the entrepreneur regard the commitment of time and money and the risks involved when it comes to the daily grind of working intense hours? Susan Fowler Woodring said it well:

The master in the Art of Living

Draws no distinction between

His work and his play,

His labor and his leisure,

His mind and his body,

His education and his recreation,

His love and his religion.

He hardly knows which is which.

*He simply pursues his vision of
excellence through whatever he is
doing and leaves it to others to
determine whether he is working or
playing.*

To himself, he is always doing both.

St. Francis of Assisi explained this divine process as creative energy:

*The person who works with their hands is simply a laborer;
the person with their hands and minds a craftsman; and
with their hands, mind, and heart, a true artist.*

In this passage, the laborer “works hard,” the craftsman “works with refinement,” the artist “works in wonder.” Our lives and our work can be a sacred art, one for which we need to take the time and to make the effort to become masters. Aristotle commented that:

The aim of true art is to represent not the outward appearance of things, but their inward significance.

In other words, life itself can be -- and the building of character is -- a sacred art. We mold and shape and design the moments which collectively represent our day, tuning our perceptions and awareness to see and hear what others do not, then amplify and configure these small signals into a larger tapestry of meaning, upon which we become empowered to create action.

However, love and creativity alone are not enough; no work of art can be created without two other key ingredients: devotion and commitment.

In the building of character, one’s work and one’s experience can be creatively transformed into art and then magnified into action, if our hearts and minds are conduits of a much greater and mightier purpose -- if we see ourselves as benefactors of a conscience ordained by divine order; in this way we meld love into work as we express our character – thus manifesting our identity with our destiny.

Devotion

Never should devotion and commitment be confused with “working hard.” Devotion is sourced from the soul; a love and dedication for something higher than ourselves, an ideal, a beauty, a goodness that transcends the mundane. St. Francis knew:

“It is in forgetting oneself that one is found.”

The devoted person sees themselves not as the cause of anything, but as an instrument or vehicle or conduit through which some greater power can be exerted to achieve a greater purpose. Devotion gives us the zen-like presence to be “in the moment,” never to be enslaved by our discipline, but to be set free by discipline.

Devotion allows the master to see past the dogma and prescriptions of the discipline, to touch the hearts and souls of the group, to transcend the dictums and feel the pain, to touch the heart, to manifest the vision of those who seek guidance. Thus, the master is never above and never below, but always by one’s side.



In building our personal character, we mold and shape and design the moments which collectively represent our day.

We, as humans, are endowed with a gift to tune our perceptions and awareness to see and hear what others do not, then amplify and configure these small signals into a larger tapestry of meaning, upon which we can be empowered to create daily action demonstrating our devotion, our caring, and our commitment to our larger purpose. That is the formation of character, identity, and ultimately, destiny.

Commitment

It's been said: commitment is what transforms a promise into reality; it is the words that speak boldly of our intentions, and the actions which speak louder than the words; it is making the time when there is none, coming through time after time after time, year after year after year.

Commitment is the daily triumph of integrity over skepticism, of vision over fear. Commitment gives us the discipline to attain a mastery of our lives, of our own personal duty to build our character.

If we keep in the forefront of our mind that every moment in business presents a unique opportunity for a precious fruit to ripen, for an idea whose time has come, for a river to flow, for separate voices to unite into one song, we can truly make our work a synergistic endeavor.

Being a "Person of Value"

When Albert Einstein said: Try not to become a person of success, but rather ... become a person of value...

What did he really mean? It means, when faced with a problem or adversity, the basic principle is always to:

Add Value to whatever it is that you are thinking, doing, experiencing, or feeling.

Adding Value is the first step to excellence. It engages your imagination and your spirit.

If you are not Adding Value, you are either in mediocrity mode or destructive mode.



Courageous Love

*Greater Love hath no man
than to lay down his life for his friend.*

-- Jesus Christ, John 15

The deepest of love brings forth courage. It is based on the French word "Coeur" which means "Heart."

The brave are fools for they are fearless; the courageous are heroic for they conquer their fears.

"Courage" is quite different from "bravery."

Courage is the belief or commitment in something larger than your fear.

Bravery is the absence of fear or just overcoming fear.

This is an important distinction, because if you are committed to nothing, you can have no courage, regardless of your bravery. Anyone who lacks fear is a fool. Anyone who spouts phony platitudes like: "Be fearless!" should be spurned as a callous and unobservant deadhead.

Fear is natural in humans. We are only born with two "natural" fears – fear of falling and fear of loud noises – every other fear is "learned" from either our culture or our peers or media broadcasts.

Fear will bring out the worst in many people. But in the few for whom character prevails, fear becomes a catalyst for courage. Courage is not the absence of fear, but the rising above fear by embracing a more powerful commitment and love for friends, family, and principle. Fear is the root of distrust, thus it will pervasively undermine the innovative spirit in each of us. Panic is a sudden succumbing to our fears, becoming swamped by a flood-tide of negativity and darkness, extinguishing the glow of possibility. Fear is a dangerous weapon because it has a boomerang effect, often multiplying on its way back in ways we can neither predict nor control.

Courage is never born from a disengaged heart. Courage is not expendable, like a tank of gasoline, rather it's "expandable" like love, trust, and creativity. One never runs out of courage; one can only become "dis-couraged" when the world around them is filled with negativity and when courage is punished again and again by those who want to diminish those who champion causes. Courage is the trigger that ignites abundance:



*I offer a life not of privilege, but of service.
A man who fears nothing, loves nothing,
So if you love nothing, there is no joy to your life.
In serving each other, we become free.*

King Arthur to His Knight: (Sean Connery to Richard Gere)
From the movie *First Knight*



HOW TO LOVE THY NEIGHBOR

Courage enlarges, cowardice diminishes resources.
In dangerous straits, the fears of the timid
aggravate the dangers that imperil the brave. – Christian Neville Bouvee (1820-1904)

Courage is regenerative, bestowing its rewards back onto those who manifest it, inspiring others; expanding, becoming regenerative.

Making Commitment Larger than Fear

There can be no courage without the love, devotion, and commitment to something larger than oneself.

Lack of courage implies a lack of commitment, and this is the crux of our problem today. As a society, we are suffering from a collapse of trust because people lack character, commitment, and courage. Where there is no trust, there can be no solid foundation for love.

It is not circumstances that determines our fate, but our vision and courage to turn the tide. For anyone to love courageously, it only takes being committed to a vision and values far larger and more powerful than our fears.

The Greatest Courage is to fully commit yourself to the highest purpose God has put you on the earth to fulfill; and to manifest Destiny's Dream every day of your life. It is on destiny's pathway that the deepest and truest happiness will be found.

Listen to any Congressional Medal of Honor recipient who saved the life of a fellow soldier or sailor. They all say they were scared, but their commitment to their comrade was larger than their fear for their personal safety. These heroes put the greater good ahead of their self-interest. That's Honorable Purpose in action.

Neighborly Love

The Golden Rule – Do unto others as you want done unto you – is the core of civilization. The New Testament is filled with commands to Love Thy Neighbor as the means of enabling our connection with the divine.



Being a good neighbor means we are kindly, considerate, and exhibit mutual friendliness. Koinonia creates a brethren bond which builds trust and overcomes two of humanity's deepest fears and insecurities: being betrayed and being demeaned.

Humans are creatures of community. We live in neighborhoods. We work in organizations which are, when functioning well, a collaborative (co-labor = working together) community.

Community is a forum for group action. Today's idea of teamwork had a deep meaning for the Greeks and early Christians, because it enables a group of people to produce

something unique and potent. For this, the idea of synergy came into being. The word synergy means:

The joint alignment or interaction of two or more energies, agents, or forces so that their combined effect is greater than the sum of their individual effects.

Cooperative interaction among groups, that creates an enhanced combined effect.

The ancients understood working together would produce an effect far greater than the sum of each individual. This is a critical meaning, because it transcends issues of conflict, dissention, polarization and factionalism.

When a group adopts the values of honor, virtue, and wisdom, a synergistic effect occurs.

Koinonia

This Greek word has such a multitude of meanings that no single English word is adequate to express its depth and richness. *Koinonia*, is a complex, rich, and thoroughly fascinating Greek approach to building community or teamwork – an *inner* goodness toward individual virtue, and an *outer* goodness toward positive social relationships.

There are many connotations because the word is used in a variety of related contexts:

Generous Sharing: As in to share with one another in a possession held in common, implying the spirit of generous sharing or the act of giving as contrasted with selfish getting. The spirit of sharing and giving is not an abstract ideal, but a demonstrable action resulting in a tangible and realistic expression of giving. It can mean "going shares" with others, thereby having "business dealings," such as joint ownership of a ship. It can also imply "sharing an opinion" with someone, and therefore agreeing with him, or disagreeing in a congenial way. Participation is vital because as the members are sharing in what others have. What is shared, received or given becomes the common ground through which *Koinonia* becomes real.

*The Greeks seemed to have known what we know now:
"Sharing Expands, Hoarding Contracts."*

Partnership: A companion, a partner or a joint-owner. *Koinonia* implies an association, common effort, or a partnership. The common ground by which the two parties are joined together creates aligned relationship. ⁱⁱⁱ

Marriage: Two people may enter into marriage in order to have "koinonia of life", that is to say, to live together in which everything is shared, suggesting a powerful common interest that could hold two or more persons together.



Spiritual Relationship: Meaning something that is held and shared jointly with others for God; one's "personal relationship with God". The Ancients often regarded this as a relationship with the Holy Spirit -- a higher purpose or mission that benefits the greater good of the members as a whole. The term *enthusiasm* is connected to this meaning of koinonia for it signifies "*God in Us*,"^{iv} or *one's participation in the Divine*.

Fellowship^v: To create a bond between comrades is the meaning of koinonia when people are recognized, share their joy and pains together, and are united because of their common experiences, interests and goals. Fellowship creates a mutual bond making it easier for sharing and generosity to flow -- which overrides each individual's pride, vanity, and individualism -- fulfilling the human yearning with fraternity, belonging, and companionship. When combined with the spiritual implications of koinonia, fellowship provides a joint participation in the Divine's graces and denotes that common possession of spiritual values. Fellowship is never passive in the meaning of koinonia, it is always linked to action, not just *being* together, but also *doing* together.

With fellowship comes a close and intimate relationship embracing ideas, communication, and frankness, as in a true, blessed interdependent friendship among multiple group members.

Community^{vi}: The idea of community denotes a "common unity" of purpose and interests. By engaging in this united relationship, a new level of consciousness and conscience emerges that spurs the group to higher order thinking and action, thus empowering and encouraging its members to exist in a mutually beneficial relationship.

Thus, community and family become closely intertwined, because aiming at a common unity strives to overcome brokenness, divisiveness, and, ultimately gaining wholeness: with each of the members, with their environment, and with their God. *By giving mutual support, fellowship, friendship and family merge.* Both fellowship and community imply an inner and outer unity. Nowhere in the framework of community is their implied a hierarchy of command and control. The leader's task^{vii} is focusing energy, aligning interests, to propel their community forward, to share their understanding with others so that "all ships would rise on a rising tide." Thus, loftier goals and dreams are more easily manifested in the mind and achieved in reality. The team's sense of Purpose became manifest.



HOW TO LOVE THY NEIGHBOR

To build a community of friendships and neighborly love, use this statement as a framework:

Covenant* of Cooperation and Community Spirit

We hereby pledge to:

1. **Build a Spirit of Cooperation among our Community**
 - Work for the Greater Good: “All for One, One for All”
 - From Chaos Seek Unity, From Discord Find Harmony
 - Tolerate No Divisiveness, No Polarization, No Back-Biting
2. **Engage & Embrace all Members with Respect**
 - Respect Everyone’s Need for Solitude, Peace, and Tranquility
 - Respect and Listen to those with a Different View
 - Seek Always to Bring Out the Best in Others
3. **Build Relationships based on Trust, Integrity, and Ethics**
 - Speak only the Truth, Otherwise be Silent
 - Give People the Benefit of the Doubt
 - When wrong, Acknowledge, Apologize, then take Corrective Action
4. **Speak Only the Language of Cooperation:**
 - Seek Solutions, Not Blame
 - Neither Speak nor Spread any Gossip
 - Forgive those who Apologize for their Transgressions
5. **Disagree without being Disagreeable**
 - Be Critical without Criticizing; Be Respectful of others.
 - Never Threaten, Attack Issues but not People
 - Do whatever Can Be Done, and Gracefully Accept what Can't
6. **Try to Bring a Spirit of Joy to All**
 - Dwell Not in Negativity
 - Complain Not about Petty Things
 - Receive Everyone with a Cheerful Face and Open Arms
7. **Keep a Positive and Caring Attitude**
 - Listen with Empathy and Compassion
 - Hold our Responsibilities as Dearly as our Rights
 - Respect the Minority’s Needs, even though the Majority Rule
8. **Live by the Spirit, not just the Letter, of Just Rules & Laws**
 - Live with the Intention of Peace & Harmony
 - Live to Create Advantage for Everyone, not to take advantage just for yourself
 - Respect the Community’s Rules the Guidance they gives, not for loopholes that may create an advantage for one over others

*An agreement of spirit made between people to uphold standards and values

Kaleidoscopic Love

Those who know the wonder of being enraptured in a ball-room dancing – synergy with the music and your partner – realize they have entered into another ethereal dimension of time and space where all the Ten Dimensions of Splendored Love merge into one synergistic spiral.

This is *Kaleidoscopic Love*, we feel whole, dynamic, and complete, as though the deepest yearning of the soul has been fulfilled – that seemingly missing part of our psyche has been given to us from our loved one – life itself is being sourced from an energy greater than ourselves.

This sense of synergy and transcendence is enervating, uplifting, and extraordinarily empowering, leading us into an ever-expanding and rising spiral of higher and higher forms of love -- each level opening a pathway to the next as the Kaleidoscope blossoms.

Mastery is a Journey

Mastering all Ten Dimensions is a journey -- not an event – that will continue through one's end of days. It also takes a discipline to stop and assess every circumstance in life and determine how to apply the artist's palate of the Ten Loves to each circumstance. The return on the investment of time and critical evaluation of reality is truly how to create true abundance in life itself. It is in the alignment, balance, and integration of the ten dimensions that makes self-control natural, not imposed or debilitating.



Janet is passionate and energized acquaintance. But for her, emotions are vivid, real, and drive her actions, to the point that whenever she is irritated by the smallest, most ephemeral transgression, she will blow it totally out of proportion, target a perpetrator, take aim, and deliver a withering tongue-lashing with vituperative intent. Neither reason, nor logic, nor compassion for others, nor consideration of consequences of her actions can deter her from jumping into her destructive abyss. Janet cannot put anything in perspective, she is always front and center in every scene on the stage of life -- her perspective, opinion, and judgement prevails over everything else. She believes she should attack as the first line of defense. She lacks all other forms of love in her life, although paradoxically she is married to a kind, gentle, and considerate husband who is unable to channel her energies productively. To others, her behavior looks mentally unstable, but I'm sure she views herself as totally consistent and morally justified. But the consequences are that no one trusts her, because she can't engage in Honourable Love.



Combating Narcissism

Today, depression, along with suicide and drug addiction (the ultimate escapes), are major concerns for civilization. Psychologists call upon people to learn to love themselves; revulsion and self-hate are cited as the cause of people traversing into their dark abyss.

However, we also know that the process of self-love can result in selfish narcissism that implodes destructively on every relationship. One counselor told me that he is finding young people, in particular, have grown so numb to the possibility of loving relationships that there is no longer a desire nor dream to connect with the intimacy that might bring them joy, limiting them only transactional relationships on social media.

Given the basis of the Ten Loves, telling a person to love themselves is such a gross generalization as to be at the edge of absurd. It's as superficial as telling a hungry person they should eat.

Understanding the Ten Loves gives us guidance on how to begin "loving oneself" in a way that does not border on narcissism. The foundation of loving oneself starts with loving life, loving God, loving others, and seeing oneself as an expression of the divine energies of the Holy Spirit.

A Note of Caution. However, all the ten loves can be perverted in several ways:

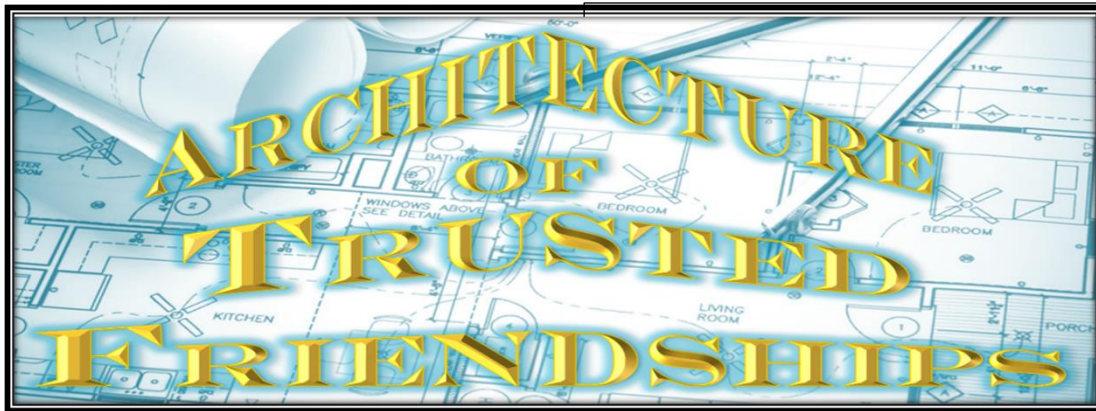
1. By obsessive emphasis on one, to the exclusion of the other five.
2. By twisting a love into a something deceitful, overbearing, or even evil, such as how cult leaders or con artists twist meanings and intentions.
3. *By turning love into Mania* – Manic love is almost not a love at all. It is more like "obsession."

This is the love of possession and obsessive desire to own, limit, or control. It is generally seen as taking over the "lover" like insanity – thus the connection to modern concepts of madness (kleptomania, pyromania). "Mania" is "madness" and "beside yourself." Manic love is based on fear, obsession, or lack of empathy. It can be an expression of excessive (too much) self-love (narcissism) or the opposite – too little self-love, which creates an empty hole in one's psyche. It is this empty hole that becomes filled, in a misguided way, with excessive, passionate obsession.

4. By the absence of balance – love of self with love of others – is all-too-often the result of lack of trust of oneself. Self-trust comes from personal integrity and accountability for one's *thoughts, values/principles, words, and actions*. Without a deep adherence to the trust principles, there may be no construct in the mind for how to build self-trust. For, without trust, there is no foundation for love – they are based on the same neurochemical in the brain – oxytocin.]



Chapter 7: Tools of Trust and the Art of Friendship



The Cornerstone of Friendship is Trust.

Where ever I conduct workshops on collaboration, alliances, or innovation across the far reaches of North America, I ask people:

*How important, on a scale of 1-10, is trust
in establishing fulfilling, positive relationships?*

Invariably, participants score trust in the 9-10 category. It's no trivial matter; but trust has been lost in the backwater of academia.

The ancient Greek philosopher Heraclitus said that:

"Character becomes Destiny"

He understood the critical linkage between how one develops the essential ingredients of character – the ability to be trusted – qualities that embrace honesty, integrity, compassion, courage, and commitment, which together sculpt the key decisions of in one's life that will lead a person in totally different directions than a person who lacks these qualities. (amplify with the Moral Compass)

Just as importantly...

"Trust is Identity"

...because identity defines who you are: your vision, your values, your destiny, your aspirations, your longings, your courage, your commitments -- the song that sings in your soul.

If you cannot trust yourself, you can trust no one. If your integrity – your ability think the right thoughts, and then convert that thinking into daily action – is intact, then you can trust yourself to act in the best interests of both yourself and those around you. People can then count on you: "You are accountable"

"Accountability is the external manifestation of internal Integrity"

No marriage, family, friendship, team, organization, community, or nation can thrive without trust as its foundation.

Wisdom integrates
a) knowledge (mind),
b) trust (heart & soul)
c) holistic (systems) integration, and
d) action that produces synergistic
impacts long & short term

Compare wisdom to architecture
The inner design that integrates diverse
functions and components into a

Belief is the Foundation of Faith, based on what we think we can TRUST. If we don't trust, our Faith & Belief enters a dark corner of uncertainty. You only Believe what you Trust, and Doubt what you Distrust. Uncertainty and Doubt, bonded with Distrust and Uncertainty trigger Fears that Drive out Faith. Either Fear or Faith one must dominate and drive out the other. For the mind to behold

fear and the soul to behold faith sets our humanity against our divinity, causing turmoil and angst within, which then churns our outside world.

Without Trust, Life is Not Worth Living

Trust is the foundation of true prosperity Confucius, the ancient Chinese sage, when asked what his politics were, replied:

It is to provide people food, protect people with armaments, and gain trust from people.

When asked further "Which should we abandon first if our country is forced to abandon food, weapons, or trust?"

Confucius stated:

Abandon weapons first, then food. But never abandon trust. Trust is more important than life. More people can be born, but trust is never regained.

Why Trust is Not Taught in Schools

People get degrees in every conceivable field, but not in the field of trust. Even professionals certified in psychology, social workers, government civil servants, ministers, doctors, and nurses, all who must work with people every day aren't certified in trust.

For something so important, why is trust not taught in high schools or college?

First, trust is multi-disciplinary; thus, it's an orphan, cutting across the fields of psychology, ethics, philosophy, political science, neuro-biology, and sociology, but belonging to none.

Second, trust has lacked an inner "architecture" – a design structure that explains how it works, what causes it, and why there are so many anomalies.

In place of a solid "architecture" for trust, we substitute dozens of aphorisms that attempt to capture some of the varied aspects of trust. Each may have a *grain of truth just like a beach has a grain of sand*. Don't think of trust in terms of shallow aphorisms like these:

- *Trust but verify*
- *Trust must be earned*
- *Trust means I feel safe in your presence*
- *Trust is based on solid reputation*
- *Trust means committing to an exchange before you know how the other will behave*
- *Trust first, until they prove otherwise, but be wary*
- *Every betrayal begins with trust*
- *Being Trustworthy is the first step*
- *Trust your instincts*
- *Trust takes years and years to build up, but only a split second to come toppling down*
- *Don't trust people who don't look you in the eye*
- *Trust only an honest man*



- *The only way to make a man trustworthy is to trust him.*
- *Trust actions not words*
- *Keep your friends near, and your enemies even closer*
- *Only a fool trusts a stranger*

Notice that many of these sayings are contradictory and overly simplistic, representing a “trust for dummies” approach to this vital and essential component of our life’s journey. Trust is not a simplistic phenomenon; if it were, this book would not have been written -- someone else would have already covered the territory.

In this volume, I will cross boundaries of academic discipline, while laying out an “architecture,” an inner design and synergistic system that will explain the why, what, and how trust works.

Is Trust a Natural Act?



I often start my Trust Workshops with a simple question:

Is Trust a “Natural Act”?

This is neither a philosophical nor academic question,

because if trust is *natural*, then we should not have an uphill battle to create, retain, and restore it. However, if the converse is true -- trust is *not* a natural act -- then creating trust will be an arduous process that sodomizes the human spirit.

Workshop participants are asked to “vote” affirmatively or negatively on the question. The results of the vote are interesting (and vary depending upon the type of audience). Generally women are more prone to vote: *Yes*, trust is a natural act; and men tend to vote: *No*.¹⁵ Rather than let people engage in a fruitless debate, I then ask the next round of questions:

“Who was the first person you had a relationship with in your life?” (invariably people answer: My mother, of course!)

“Did you trust your mother?”

(nearly everyone answers “yes”¹⁶ as they fondly recall mom)

“Who was the next person you had a relationship with?”

(most people answer: My dad!)

“Did you trust your father?”

(nearly everyone answers “yes” as they fondly recall dad)

¹⁵ Based on over 2,000 participants. About 70% of women vote “yes,” and a similar number of men vote “no.” In sessions with marriage counselors, when I ask: “In what % of your divorce mediations does trust or distrust play a major part?” the answer is: “100%”

¹⁶ Note: my workshops are typically with organizational leaders, whose family backgrounds were reasonably functional. If the attendees are from broken families the answers to these questions can vary significantly.



I keep up the questioning, digging down several layers, as people explore their relationships with siblings, aunts, uncles, and even their dogs. For the vast majority of people, their trust remains intact through their early childhood. Yes,

“Trust is a Natural Act!”

Then some tragedy of betrayal occurs, and suddenly you begin to distrust. Distrust has become a learned behavior.

So, if trust is an unnatural act for you today, think back to the event when there was a betrayal in your life that then turned life around and made distrust a normal way of being for you.

If we can get down to the roots of what happened, and the post-traumatic stress that lingers from those one or more betrayals, can we then enable you to navigate the sea of life.

Knowing how to discern the early warning signs of dangerous reefs, hidden rocks, false shelters, harbours of refuge, doldrums, stormy weather, ill currents, and fair winds will allow you to discriminate the good, the bad, and the ill-fated relationships in life you have now or will encounter in the future.

The finest destinies are attained by the ablest navigators.

As a skier, I know how to discern the multitude of differences in the texture and quality of snow, which enables me to race downhill better than a novice who sees all snow as the same. Different types of snow – powder, packed powder, boiler-plate, corn snow, powder over boiler-plate, and such – allow me ski under control by varying my style and speed.

So with trust. Knowing the varying ways people respond to certain actions in differing conditions enables me to navigate the human dynamics of trust far more adroitly.

The Spiritual and Wisdom Dimensions of Trust

Trust will continually manifest as long as we have integrity, which means we have integrated within our spirit the divine energies of *love* and *creation* within us, and have aligned our *ego* to be guided by our *soul*.

Trust is natural; trust is divine. But solid trust must also be tempered by wisdom and prudence; it can be neither blind, nor naïve, nor foolish; wise trust does not put us in situations to be ruined, unmercifully manipulated, or swindled by those who are untrustworthy and prey upon the innocent.

The Power of Fear

It's essential to understand the opposite of trust to gain a better understanding of trust so as know how to build it. Just as we cannot understand love without understanding hate, nor wealth without poverty, nor light without dark; to understand how to create real trust, we must first understand what *causes distrust*.

The One Big Cause of Distrust and its Effects

In one word, distrust is caused by *fear, which Christians know is the opposite of Love*.

People never recognize a leader who has no trust.

Unless you make a contract based on mutual trust and social justice, it will never be carried out smoothly.

***Without Trust,
Life is Not Worth Living***

***-Confucius,
Ancient Chinese Sage***



Test this yourself by reflecting on your own experience. When you distrusted someone, what fear did you have? Some of the types of fear that are particular lethal to trust include:

- Fear of being taken advantage of
- Fear of physical harm
- Fear of being put in a disadvantageous position
- Fear of being hurt financially, emotionally or physically
- Fear of insecurity
- Fear of loss – control, territory, possessions
- Fear of failure
- Fear of Rejection, Exclusion, or Reputational Damage
- Fear of betrayal

It's this last fear that carries with it the most psychic damage. Some of the oldest and deepest fears in humanity are reflected in the Old Testament's first two stories – Adam and Eve, and Cain and Able, both about deep betrayals. When one hears the word “betrayal” many images come up, like the classical stories of Christ and Judas, Caesar and Brutus, King Arthur and Mordred, Washington and Benedict Arnold, or Lincoln and John Wilkes Booth.

For others, betrayal is far more personal: a trusted friend or relative committing some act so egregious it can neither be forgotten nor forgiven. Their actions still hurt, even to this day.

Fear of Betrayal

For many of us, that memory of a deep betrayal is indelibly seared on the surface of our brain's memory structure to the extent that it is impossible to erase.¹⁷

The great tragedy of betrayal is that it clashes head-long with our soul's deepest yearning: to create synergy, especially with others. We experience torment when the soul's yearning suffers a horrible treachery, which is often so compelling that even the brave seek protection. For it is the juxtaposing of these two themes – betrayal and synergy -- that has created on the one hand: wars, divorce, political upheaval, and tyranny, and on the other hand: civilization, technological innovation, institutions of commerce, healing, and learning, and even transcendental glory.

The interplay between the “Fear of Betrayal” and the “Quest for Synergy” is so profoundly and sublimely engrained in our society's institutions as to be nearly invisible.

For example, our American Constitution maps a wise pathway to create a synergistic nation, while our Bill of Rights expresses the protection necessary to parry our fear of betrayal. Our courts, particularly those administering to criminal justice, are designed to gain retribution (we call it justice) against those who have betrayed society. Our schools, when functioning at their highest level, are designed to create synergy between the graduates and the world into which they are entering.

¹⁷ Research into post traumatic stress disorder has shown that fear-inducing events are seared onto the surface of the brain's memory structure as a means of alerting us when anything resembling that pattern of events occurs so that we may take rapid evasive/defensive action.



Fear Drives Out Trust

While the Bible tells us: *Perfect Love Drives Out Fear*,¹⁸ actually the opposite: *Terror, Anger, and Hatred Drive Out Love* is more likely to prevail because of the way the chemistry of the brain functions, as we will later see in the next chapter. Trust and fear cannot mutually co-exist, because fear rapidly drives out trust. A neuro-chemical “switch” in the brain turns off chemicals that support trust when fear, anxiety, and stress get too high.

Fear is a dangerous force for any person to use, especially if you are in a leadership position, such as an older brother, father, coach, mentor, or team leader. Focused *outward* on a common threat, fear can rally people together, such as when there is a destructive enemy or fierce competitor threatening imminent danger. But focused *inward*, fear will certainly destroy trust and teamwork from within.

Fear may engender certain standoffish respect, as one respects a rattlesnake, but begets not trust. The human species’ brain is just not wired to trust what it fears.

Fear is especially dangerous when used inside a team or group, because it has a boomerang effect, returning, usually behind our backs, to hit us when we are least expecting it. In other words, triggering fear in one person usually reverberates as anger or revenge in some, and withdrawal and dejection in others. None of these are effective as a motivational or inspirational strategy. Stomping around, cussing, throwing temper tantrums, and threatening people is not an effective way to produce extraordinary and sustainable results.

While there are times when leaders must use fear (such as in response to real threats, both internal and external), a great leader will, in the vast majority of cases, want to replace fear with a much more inspiring and sustainable dosage of a clear strategic vision built upon a strong foundation of trust.

The first thing we must all learn about trust is that, at its most *basic level*, creating trust is first and foremost, about safety and security (think of this a “basic trust”):

“Basic Trust” is the confidence that I will not be harmed or diminished interacting with another person or group.

It’s relying on their dependability, character, integrity or capability to ensure my personal safety and the security of my reputation and status among others.

If we don’t feel safe and secure, we simply will not trust.

While “basic trust” is a good place to start our understanding of trust, but there’s much more to it, as we will see as our architecture of trust unfolds. Trust is far more than just safety and security, or reciprocity, or any other of the more simplistic definitions of trust. Trust is kaleidoscopic in its dimensionality because it involves the dynamic interplay of four forces or drivers in the brain, (see next chapter) plus key influencers of behavior, including both culture and belief systems, as well as one’s past experiences.

Impact of Distrust on Wellbeing

It’s been proven in study after study that stress has a highly detrimental impact on health and well being. Stress is the emotional and physical strain caused by our response to pressures from the outside world or seemingly being out of our control.

¹⁸ 1 John 4:18



Causes of Stress

There are two basic causes of stress: *Fear and Loss*.

Loss includes things such as:

- Loss of a Loved One
(death, grieving, betrayal....)
- Loss of Financial Security
(bankruptcy, job loss,)
- Loss of Home
(foreclosure, moving, hurricane...)
- Major Disruption
(divorce, parents in ill health, child in danger...)

Fear manifests where there is some threat of harm or conflict, whether *physical* (such as a fistfight, being raped, or robbed or attacked by a deadly weapon) or *psychological* (such as heated arguments or verbal abuse or increased competition among co-workers who fear a layoff). *Fear* is typically accompanied by *Anxiety* and *Distress*: (the word *stress* is just a shortening of the word *distress*)

- *Anxiety* is the *anticipation of being harmed in the future*,
- *Fear* is the *anticipation of being harmed in the present*.
- *Distress* is the awareness of *actually being harmed at this particular moment*.

Lumped together, these forms of *Fear* and *Loss* are termed “*Stress*.” If the *Fear* or *Loss* is related to *other humans* (not natural causes), then *Distrust* is inevitably at play. Distrust is not benign; it not only causes economic damage, it can wreak havoc on one’s health, as will be demonstrated.

Fear Can Kill

For example, the theory that fear alone can kill people is backed by compelling evidence from a study of deaths following the 1994 Los Angeles earthquake. Dr Robert Kloner, a cardiologist at the Good Samaritan Hospital in Los Angeles, analyzed the records of the Los Angeles County Coroner's Department for the week before the earthquake, the day of the earthquake and corresponding control periods in 1991, 1992 and 1993.

His team found that on the day of the quake, the coroner recorded five times more sudden cardiac deaths than would ordinarily be expected. None of the deaths were related to people having a heart attack from over exertion as they dug themselves out of the rubble. Dr Kloner said: "The typical story was that a patient clutched his chest, described chest pain, and dropped over dead." Distress and its kindred culprits, fear and anxiety brought about by distrust can cripple and even kill.



Not all Stress is Bad; Not all Stress is created Equal.

While too much stress can be a killer, too little creates boredom and even depression. (we will see in the next chapter how the brain's chemistry control this). A little stress can do us good—it pushes us to compete, collaborate, and innovate. The type of emotional stress one experiences makes a very large difference.

Many professions, such as business executives, doctors, police, and firefighters live in high-stress environments, and there is no evidence that they have higher rates of cancer, heart disease, or stroke.

But when the effects of job-related stress were measured, researchers found that those people who were unable to exert much *control over their workplace destinies* (secretaries, clerks, low-level factory workers, for example) suffered much worse from stress than their bosses.

Why such a difference?

Those who respond well to stress believe they have reasonable control over their lives and the lives of others, and their bosses were attuned to the needs of those working for them. These people believe they have the ability to solve most of their problems, either by themselves or together as a team. They trust those around them to look out for their greater good, not just an individual's personal self interest. They don't feel helpless in dealing with their problems in life. They affirm that what happens to them in the future depends mainly on their own abilities to work together; doing just about anything they really set their collective mind to do.

People who answer positively to questions about being in control of their destinies report very strong satisfaction with life itself. Giving a person some sense of control over their own destiny evidently turns job related stress into something that's exhilarating rather than debilitating.

It's when people don't feel like they have any control over their outcome, or they're victims of an ugly fate, or that life has no meaning or purpose, that stress becomes mentally depressing and can then turn deadly. In effect, these people just didn't trust their bosses or their teammates to make decisions in their best interest, while being deprived of their own ability to do so.

Impact of Stress on Personal Health

The after-effects on health-caused by stress have been studied extensively by the medical profession.

Stress often triggers major physical reactions, including tension, irritability, inability to concentrate, poor decision making, and anxiety, along with a variety of physical symptoms that include headache and a fast heartbeat.

If the stress is prolonged, serious physical effects then damage the immune system, resulting in disease. (This occurs because continued stress produces a never-ending release of hormones that, while good in the short run to defend against danger, ultimately turn destructive against the immune system.)

Stress has been directly attributed as a major causative factor in fatalities from heart disease, and stroke, as well as suicides, auto fatalities, headaches, diarrhea, absenteeism, and increased



illness, and the ability to recover from cancer. According to the American Academy of Family Physicians, two-thirds of office visits to family doctors are for stress-related symptoms.

In other words, the relief of stress by being able to trust is very healthy, mentally, physically, and spiritually.

Trusting Attitudes & Beliefs Saves Lives

Trust can play an important role in such matters of life and death. There is a strong case to be made that people who are capable of building trusting relationships have more supportive people in their lives that will come to their aid in times of adversity. These relationships make a big difference in mortality. According to one study, middle-aged men under severe stress who lacked emotional support were five times more likely to die within seven years than those who had the same amount of stress but had close personal ties.

People who are trusting tend to be optimistic, and those who distrust tend to be pessimistic. What difference does that make? Optimists live longer, healthier lives than pessimists. Researchers at University of Pittsburgh, led Dr. Hilary Tindle, examined the death rates and chronic health conditions among participants of the Women's Health Initiative study, which tracked more than 100,000 women ages 50 and over for fifteen years, since 1994.

Women who were optimistic were 14 percent less likely to die from any cause than pessimists and 30 percent less likely to die from heart disease after eight years of follow up in the study. Optimists also were also less likely to have high blood pressure, diabetes or smoke cigarettes.

Other studies have shown that people who go to church regularly or believe in God live three years longer and report higher levels of well-being. Researchers have also found that married persons have higher well-being scores than divorced ones. Higher levels of trust are associated with lower national suicide rates.

Clearly, the role of trust in the health and well-being of our society is enormous. It certainly points to the conclusion that it should be a vital component of our educational system, and a priority in our workplaces.

Impact of Workplace Trust on Well-being

What is the biggest factor in a person's well-being?

This question was posed by John Helliwell of the University of British Columbia Economics Department. He and his team conducted several studies between 2001 and 2010, and analyzed nearly 30,000 survey responses across the United States and Canada. He found that, surprisingly, it was neither money nor education that produced the highest well-being ratings. He discovered:

"Workplace trust is one of the most important [factors] in explaining well-being, across groups of populations, across surveys, and across countries."¹⁹

He also observed that significant trust in workplace colleagues carried over into personal friendships and close relationships with these same people outside of work, and in the community in general, stating:

¹⁹ Helliwell, John F. and Wang, Shun; Trust And Well-Being; National Bureau Of Economic Research, April 2010



“Without trust, people are loath to reach out, and to make the social connections that underpin any collaborative action.”

He concluded stating simply:

“Trust improves health and saves lives.”

Helliwell's findings also noted a difference between men and women:

“Women are significantly more trusting of their co-workers [than men] attaching higher values to workplace trust and choosing workplaces marked by higher trustbut are less likely to place trust in strangers.”

Helliwell's other conclusions were quite revealing, and some might be considered astonishing:

1. Our results show that those who feel themselves to be living in a trustworthy environment have much higher levels of subjective well-being.
2. Household income does not appear in the trust equations, since it was found to have no significant effects.
3. Having high trust in co-workers, which we find to be the largest of all the specific directional trust measures, is associated with 7.6% higher life satisfaction. This is followed trust in neighbors (5%), confidence in police (3%), and a belief that a stranger would return your lost wallet (2.5%). How much higher life satisfaction is for those who have high levels of trust in all these life domains? The answer is more than 18%.
4. After trust, the highest correlations to well-being were good health and a belief in God.

The final conclusion should not be overlooked because it is a profound story about human nature:

5. Increasing trust in management by just one point higher on a ten-point scale has the equivalent effect on life satisfaction as a 40% increase in income.

If your family, company, or team has low trust, it probably has a lot of dissent, illness, bad attitudes, high absenteeism, high turnover, labor strife, and poor performance. Just improving trust by a factor of ten percent would remedy many of the ills in organizations. For business, trust increases profitability, and increases people's overall life satisfaction as a 40% pay raise. That sounds like a very powerful return on investment.

LADDER of TRUSTING FRIENDSHIPS

Very often I am asked the question:

“What's your definition of trust?”

It's certainly a very reasonable question. The person inquiring is looking for something to ground their understanding.



Many others have attempted to posit a definition, but the result always comes up terribly short, with something like: “feeling safe in your presence,”²⁰ or “having reciprocity in a relationship,”²¹ or reverting to an aphorism like “trust but verify.”

We’ve researched trust in great detail and found that while there are many definitions, three elements seem to stand out. In the traditional sense, “trust” means:

1. *Reliance* based on certainty, predictability, unquestioning belief, faith or hope in or upon something: to have trust in one's parents.
2. *Security or Assurance or Dependability* based on a feeling of security, usually with good reasons, definite evidence, or past experience: to have confidence in the outcome of events.
3. *Commitment or Dedication* to a purpose or cause or something large, important, or vital.

While these three elements are a reasonable way to define trust, we think it is too vague and too ambiguous to be useful. Many others define trust at level we think is just a very minimum such as: trust is the absence of fear that you might intentionally hurt me. This is just a place to start the trust journey -- simply a beginning – there's a lot more that higher orders of trust can offer.

After all, the system of distrust in this world is so well defined and refined, it presents a formidable obstacle to creating trust. We think it’s necessary to become far more specific when creating a system of trust based on sound architecture, best practices, and clarity of purpose.

A simplistic definition of “trust” is akin to a simplistic definition of “love.” For example, from the Greek tradition, the word love can mean *divine love of God*, or *brotherly/sisterly love*, or *motherly love*, or *erotic love*. The definitions of each of those are very different, thus the definition of “love” is multi-dimensional, than thus not at all simplistic. So too with trust.

Fortunately, the *Four Drives of Human Behavior* gives us a very strong tool to understand the multi-dimensional definition.²²

Here’s what happens when we interact with other people: we start to generate energies around each of the four drivers. Think of this as a “force field.”

²⁰ Safety is essential to trust, but to say “safety is trust” is like saying “smiling is love.”

²¹ One authority uses this definition. However, it is both too narrow, and is prone to oppositional interpretation. An “eye for an eye” is a reciprocal relationship that I am sure this authority meant to exclude.

²² The story of how the *Four Drives* and the *Ladder of Trust* came together is worth telling for posterity. In the summer of 2008, Todd Welch and I co-created the *Ladder of Trust*. We were excited about its insights. I called my old mentor, Paul Lawrence several months later, and he expressed deep interest, as he was in the final stages of writing the first drafts of his magnum opus: *Driven to Lead*, which outlines the fundamentals of the *Four Drive* model. He was convinced he had finally cracked the code of human behavior. I wanted to know more about his latest insights.

After I sent him a draft article about trust with the *Ladder of Trust* in it, Paul called me and said it was absolutely essential that I come to visit as soon as convenient. When we got together several weeks later, he took out the *Four Drive Compass*, and overlaid it on the *Ladder of Trust*. I looked at him and said: “Oh my God! This is the truth we’ve been looking for!” He smiled in his wise and learned way and said: “Yes, I think this will be a real contribution to our understanding of how the human race could evolve in a very positive direction.” We then collaborated on two articles together before he died. One of the breakthroughs we made together (with the assistance of Paul Zak) was to crack the neuro-transmitter code linking the drives to key brain chemicals and their interactions.

In our work together, Paul readily concurred that in his book, where he referred to the Drive to *Comprehend*, that we should rename it Drive to *Create* which is a far more powerful and evolved human capacity.



Depending upon what we do, how we react, what is said, the signals we send, our force field will interact with another's force field very rapidly. Their response/reaction to our force field is not linearly linked.

For example, my drive to *Acquire* will not necessarily trigger a response in your drive to *Acquire*, but instead might trigger your drive to *Defend*, especially if I want to acquire assets you consider yours. This scenario might break our previous agreements for mutual sharing, which triggers your drive to *Bond* negatively. I might then propose a new idea to solve the problem using my drive to *Create*, but because our *Bonding* has been broken; you might see such a move as a manipulative disguise for my own selfish benefit.

Thus by emphasizing, reinforcing, or threatening different human drivers, we can evoke different behaviors in people. In Figure 1: Ladder of Trust (simple version), we describe what different "levels" of trust that manifest when we push more and more on either the drives to *Acquire/Defend* (which trigger self-interested behavior) or *Bond/Create* which trigger mutual interest and collaborative innovation.²³

In this picture, note we have alluded to the area of "neutral trust" with a "belt," which is a handy way of signifying good behavior (above the belt) and bad behavior (below).

When you have a clear picture in your mind of the names and descriptions of trustful and distrustful behaviors, the behavior can more easily be brought out into the open, and then pro-active action can be taken to strengthen the good behavior and wipe the bad behavior from the repertoire of your relationship, family norms, or organizational culture.

²³ There are other combinations of drives which can be triggered, but for the sake of simplicity we will refrain from too many combinations which are not related to the core issue of trust.



Trust Ladder

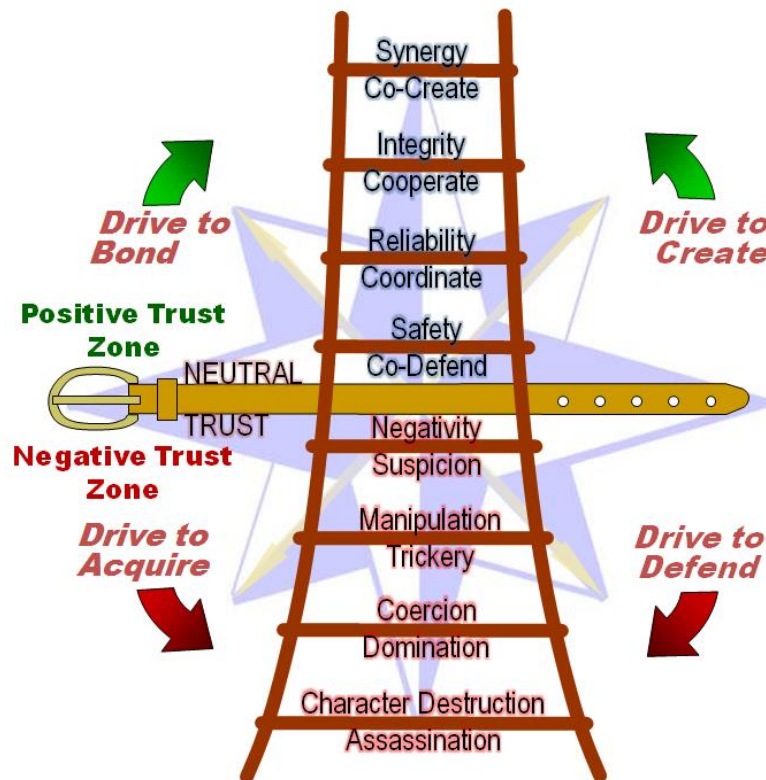


Figure 1: Ladder of Trust
(simple version)

With a *language* through words and pictures and a systematic *architecture* (framework) you can discuss in vivid detail what type of trust is desired, as well as the actions required to eliminate distrust.

Referring back to the earlier discussion about the *definition of trust*: Like the multi-dimensionality of love, trust should be defined in terms of “levels” as described in Figure 1 or Figure 2.

Ladder of Trust—Trust Builders

People yearn for trust because of their innate drive to *bond*; it's the natural state of human interaction. We were born with trust in our primary care-givers: our parents, and thankfully, this trust was confirmed for most of us by our early experiences. People who had normal childhoods remember the time when the world felt safe. Here are the levels of trust on the Trust Ladder (Figure 2), starting at the bottom, and working upward:

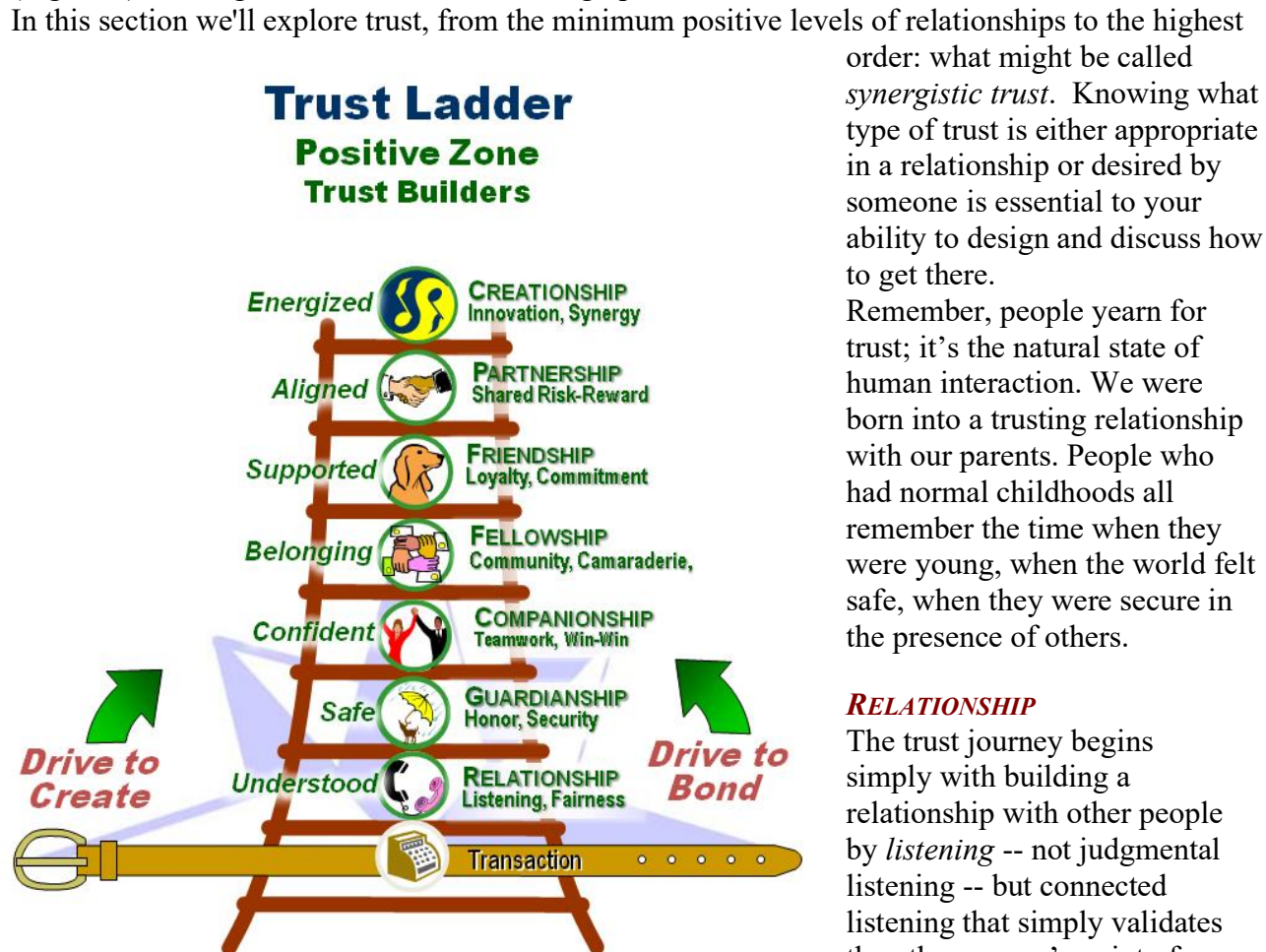


Figure 2: Ladder of Trust

constructive inquiry, we begin to build trust. People feel like they are receiving *support* because they are heard.

Listening and inquiring with interest and compassion means you start with an open mind (*Create*) and a caring heart (*Bond*) -- no assumptions and no expectations which impair our ability to see things as they really are.

When building a trusting relationship, the minimal boundary conditions must be satisfied – both parties must feel respected, both can be counted on understand the personal interests, needs, and concerns of the other, which gives the assurance that both will be better off from having met. If this does not happen, then the relationship is broken and fallen below the line into the Zone of Distrust.

However, leaders that only engage their teams at this first relationship level, while being appreciated for their compassion, are not going far enough.

When building a trusting relationship the minimal boundary conditions must be satisfied – both parties must be honored and respected, you can be counted on to understand my personal interests, needs, and concerns, which gives the assurance that ultimately I will be better off from having trusted you. If this does not happen, then the relationship is broken and you have fallen below the line into the Zone of Distrust.

GUARDIANSHIP



The next level of trust provides *safety* and *security* (*Defend*) to the other person. A guardianship can be one-way, much like a parent provides to a child, or a mutual guardianship like soldiers on a battlefield. Every employer has a duty and responsibility, both morally and legally, to protect their employees' safety on the job, provide a fair, living wage, pay their unemployment taxes, protect their civil rights, and provide a work environment free of harassment. In return, employees are expected to maintain a guardianship over the work-place by not stealing, reporting hazards, contributing ideas to improve competitive advantage, and ensuring the well-being of their teammates.

Those who don't feel safe in someone's presence will be protective or fearful. As human beings, we aren't wired to trust what we fear. A Guardianship means more than knowing that you won't intentionally hurt me. Safe means we must be emotionally safe and physically safe. But at a deeper and higher level, it's *reliance* -- knowing that:

- you will be there to protect me from harm
- you will be there when I need you
- you won't sacrifice me for your self-interest
- you can be counted on to protect my best interests as well as your own
- you won't be negligent
- we can count on each other to protect each other's safety

At the Guardianship level, the issue of honor and integrity becomes critical to building trust, knowing that I will not just respect you, but more: I will honor your essence and defend you from attack by others, and I can expect the same from you.



COMPANIONSHIP



Being a companion means trusting enough to work productively in teams – “teamship.” Each individual must feel safe and secure, knowing that breakdowns will not be destructive; thoughts, workspace, and concerns can be shared without fear of retribution, disrespect, or dishonor -- we are symbiotic²⁴

Our group truly acts, thinks, and sees itself as a team. In a companionship or team, we contribute to each other's well-being by keeping our family, community, team or business unit successful, thus preserving my family's future, my neighborhood, my job, my employers business, and my personal integrity. Confidence stems from placing self interest at least on a par with mutual interest as win-win emerges as essential. Every decision embraces what's in the interests not just of the individual, but in the greater good of the organization, the team, and the future of the business.

At this level the world is seen through a common vision and aligned interests. We expect reciprocity: shared ideas, giving at least as much, if not more, than we expect to take back; everyone begins to give more than they expect in return. Individuals come to the realization, sometimes painfully, that they win or lose together, as a team -- in the same boat, facing the same storm together.

When everyone begins to give more than they expect in return, the symbiosis of an organization is taking its first step to transforming into a synergistic organization.

FELLOWSHIP



This means much more than “membership”

to an organization, company, or club; it's more than a company picnic or sales rally. Fellowship implies a powerful attraction,

commitment, and buy-in to the values, hearts, and minds of the other members of the community (common-unity). You might think of fellowship as “belongingship.” It's the group you connect with that feels like your extended home. You feel nurtured, a sense of comradeship – this is my place, my people, my “tribe,” my family away from home where we have a shared dedication to common interests.

Community means “common unity” which means people have high standards, a sense of fair play, a willingness to work and play together and a belief that ethical behavior is prized.

Fellowship creates a brethren bond between people, much like a college sorority or fraternity, or an esprit de corps, such as the U.S. Marines experience. Fellowship is often a spiritual experience that one gains from being a member of a close-knit church or personal growth group.

Because of the weakening bonds of the modern family structure, for many, their workplace becomes a surrogate family, thus the workplace carries with it an additional desire for fellowship. Great leaders capitalize on building companionship and fellowship not just because it produces great results, but because it tends to endure the ups and downs of life -- economic cycles, natural disasters, or personal crises -- like a gyroscope keeps steady when the world rocks around it.

In the best companies, companionship blends into fellowship and friendship. When you fly Southwest airlines, the sense of fellowship manifests itself in the teamwork, dedication, and sense of humor of the employees. The U.S. Marine Corps has mastered the art of creating fellowship. The most successful churches are dedicated to building a sense of fellowship because of its spiritual connotations.

²⁴ From the Greek: Sym – *with or joined*, and Biosis – *to live*



HOW TO LOVE THY NEIGHBOR

The motto of the Three Musketeers: “One for All, and All for One” would be one description of fellowship.

At the level of fellowship, having a powerful set of common values, a sense of purpose, and a unique frame of reference to view the world generates a dedication and energy that is difficult to defeat.



Friendship



For this level of trust, we use the symbol of the dog. Why? Because the dog is actually a creation of the human being; 10,000 years of selective breeding of what started off originally as a wolf has left us with what we want in humans and can't seem to get. Ask any dog owner, particularly women, what they like in their dog.

Typically they will say:

He's always there for me, always happy to see me, loyal, faithful, protective, never carries a grudge or the baggage of unfulfilled expectations, playful, makes me smile.

In other words, the very qualities we wish we experienced in other people! What we are really saying is that dogs are more trusting/trusted than people! (Are we really saying we should be more like dogs?)

The power of friendship lies not just in the bond of familiarity, but in the mutual commitment to each other's well being. For a friend, we are always present and always committed to *their* best interests. When they're in difficulty, we help; when hurting, succor; when in doubt, counsel; when confused, clarity, when self-deceived, honesty.

When we build trust at the friendship level, we embrace all the prior levels of trust, but add some very energizing and vitality- creating forces into the

First is deep compassion. We are never

Next is protection. When our friend is their way, we respond with aid. If something wrong, we stand by them wrong. When unfairly accused, we loyalty is all about.

Friendship often also implies a out the child within. This playfulness days when we had fewer worries, less concern about achievement or looking good. At this level of trust, we can let our egos melt away and engage at a more soulful level.

In a friendship, trust enables our goals and fears, our deepest yearnings and our personal limits/failures to be put out in the open with no sense of diminishment. We are willing to be open and transparent with no hidden agendas because the trust is firm and strong.

Did you ever wonder why many of us You've heard the term "fair weather there for you only in good times. But personal crisis -- maybe a divorce, or disaster – the presumed friend is gone relationship that you falsely elevated

Friendships grow up in organizations alongside trust, but leaders should be watchful that they do not grow into favoritism.

The dog is the only

species on this

planet that loves

his master more

Friendship is the

only cement that

will ever hold the

judgmental nor distant.

attacked or harm comes they have done

to help them right the defend them. This is what

playfulness that brings brings us back to our

Friendship is

composed of a

single soul

inhabiting two

bodies.

have so few real friends.

friend" -- a person who is woe the day when you hit a an illness, or a financial with the wind; you had a to friendship status.



HOW TO LOVE THY NEIGHBOR

*Trust the man who:
lays down his self-interest for that of another,
tells the truth when it's not to his advantage,
and honors his highest values in times of chaos and strife.*



PARTNERSHIP



A partnership is designed to respect and cherish the differences in thinking and capabilities between two or more people or organizations. It is the combination of *differing* strengths with the *alignment* of common purpose that makes a partnership effective. For example, in business one person does outside sales, another keeps the finances on track, while another runs operations. In a family, the work load of the home is shared fairly by all according to their skills and abilities.

Based on our years of successful alliance formation, we know the level this takes is a step above the rest. Great partnering relationships require a number of things to make them work effectively:

Shared Vision: Trust is built by the power of the commitment to a shared view of the unfolding future. Martin Luther King forged his civil rights alliance with a vision: “I have a dream that my four children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character” – a nation where blacks could trust they would be treated fairly. Great partnerships are always looking one step ahead to find the new opportunity, to design the future, to turn adversity to advantage.

Strong Trust: No legal agreement can make a partnership or alliance work. It must function because the parties can trust at the highest levels of integrity. Diminish the trust, and the relationship rapidly deteriorates.

Committed Champions: Passionate people who stand for the greater good of the partnering arrangement are essential to hold the vision and the values high above the rattle of daily strife. Absent the person with the honesty and integrity to stand for what's right over what's expedient, and the venture will soon shatter.

Shared Values: The winds and tides of change will challenge any partnership. Building relationships on strong values can endure the forces of a fast moving, rapidly changing world. Often this is the critical “anchor to windward” in a stormy sea that keeps our bow headed safely in the right direction.

Investment in the Future: “Pay forward” is our motto for making a commitment to our destiny. Families and businesses that put their money where it will be needed in the long run build a foundation for growth, and demonstrate to their workforce that success the result of investing for tomorrow.

Joint Planning: People support what they help create. This builds trust because those thus engaged are consulted and their ideas are valued, which, in turn builds even stronger commitment to the future.

Shared Resources: Partnerships leverage their capabilities by sharing key assets such as technology, customer base, plant facilities, sales forces, and research, gaining major leverage of precious resources.

**Roy Rogers,
commenting on his
long marriage to
Dale Evans,
remarked that a
great marriage is
not a 50-50
arrangement. Both
partners have to
give at least 100%.
Rogers said both
Dale and he were
always willing to go
beyond: giving
120%.**



Shared Risk and Reward: By sharing risk and reward, the partnership becomes a high-order trust-building vehicle, because people have “skin in the game.” The more everyone shares risks and rewards, the more powerful the level of commitment. This is why employees who have some level of risk in the future of a company and are rewarded for hard or innovative work are the most likely to help propel a company to success.

Aligned Metrics & Rewards: How we measure success is an essential ingredient, because people will aim their actions at what gets measured, and thus rewarded. Misaligned metrics cause dysfunctional actions, poor results, and ultimately distrust.

CREATIONSHIP



For this level of trust we had to create a new word. A “creationship” implies that we can do something extraordinary – we can co-create together. A creationship embraces prior elements of trust-building, and then, secure in the absence of fear, unleashes a connection between the hearts and minds of the co-creators – new ideas generate like spontaneous combustion. Creationships occur when two people’s drives to *Bond* and *Create* form a unified voice, vision, and value structure that lets the go beyond their individual identities – the song of the soul – *synergy*.

For example, if you ever enjoyed the wonderful music of Broadway productions such as *My Fair Lady*, *Camelot*, *Sound of Music*, or *South Pacific*, you have heard and felt the powerful synergy of musical composer teams of Lerner and Loewe or Rogers and Hammerstein. The co-creative force can also be seen in science with the Watson-Krick discoveries of DNA, or in the NASA teams bringing a man to the moon.

Virtually all the great discoveries and innovations in today's world are happening in-between industries and technologies. Take the Genomics Project as an example; it's the confluence between medicine, mathematics, informatics, and computers. Or in an automobile today, 25-40% of its value is now in electronics, (not mechanics), up from just 1% twenty five years ago.

How does one foster creationships? Here are some ways:

Purpose and Destiny: Some of the most co-creative people on the planet have a deep central sense of personal purpose or destiny. This kind of purpose gives meaning and value to whatever we do – there is a reason for *being* and *doing* in our daily lives. Destiny means we aim our purpose higher, to achieve something worthy of our collective effort, something we and our children would be proud of. To accomplish this mission, we must engage others. If you have one or more of these rare people in your organization, nurture them.

Contribute and Build on Ideas: Encourage everyone to offer at least an idea-a-day. Ideas are the fuel of the innovation engine. When someone offers an idea, reinforce a culture that builds on the idea. If everyone builds on other people's ideas, refraining from being judgmental, joint imagination light-bulbs are turned on like spontaneous combustion. It's not nearly as important who originates an idea as how many people contribute to its evolution into action.



Noble Cause: People are turned-on by dedicating themselves to a cause larger than themselves. It can be as simple as breaking a time record or cutting out waste. Or it can be greater, like finding a cancer cure.

Synchronicity: Coordinated *timing* creates a sense of unity, teamwork, and synergy. This is *synchronistic trust*. You can see synchronistic trust anytime you watch a double play combination in baseball, or a perfect pass in football. When synchronicity occurs, people's energy jumps higher as they sense confidence in themselves and in their team. Synchronistic timing is an enervating flow and inspiring unity.

No Evaluation or Criticism: Negativity, blaming, judgmental critiques, and skepticism all contribute to a culture that discourages a creationship. Studies all over the world show that the most important thing an entrepreneur can do to build a trustworthy innovation engine is to create a culture in the company that encourages innovation day in and day out. Be sure to focus metrics and rewards on collaborative innovation, not just people working independently.

No such thing as Failure, Only Learning: Be careful not to punish what might look like a failed attempt at creative solutions. Be sure to encourage learning from failures. Remember, high performance teams fail more often than low performance teams; the difference is how they learn -- then innovate from what's learned.

Cherish and Synergize Differences: It's been said that we build communities with people who are similar, but learn from people who are different. The collaborative entrepreneur's task is to join these two forces together – cherish the differences and build a fellowship that thrives on differences in thinking. Remember, if everyone thinks alike, there is no innovation.

Use Conflict to Advantage: Whenever there's change, conflict is inevitable as systems, strategies, roles, and perspectives shift, even in a trusting environment. Don't shove conflict under the rug, but use it as a learning mechanism. Focus on shifting perspectives; prevent people from becoming entrenched in one point of view.

Laugh! Creationship teams are not all grinding labor; it's having fun with what they do and laughing a lot, spontaneously creating in the moment – that's magical. Research shows that laughter releases endorphins that trigger creativity. Laughter expresses the absence of fear.

Building a creationship can be one of the most rewarding experiences in life. It can happen between two people, or within a family, community, team or even a company.

When people engage in a creationship, they seem to abound with an endless source of regenerative energy. Some people describe this as *entering a fourth dimension* – it's invisible but quite real.

***In everyone's life, at some time,
our inner fire goes out.
It is then burst into flame
by an encounter with another human being.
We should all be thankful for those people
who rekindle the inner spirit.
– Albert Schweitzer***



Using the Trust Ladder

We've found that one of the most effective uses of the trust ladder is simply to make it visible and accessible so that people can make an honest assessment of where their relationship now exists on the scale (it can exist simultaneously on multiple points on the ladder or tornado because many relationships are multi-dimensional), and where people want it to be.

Later, address what actions must stop, and which actions need to prevail to meet the goal.

Groups (families, couples, teams, alliances, task forces, departments, supply chains, and top executive committees) need to identify what types of behavior are prevalent in their experience, specifically what actions are either "above or below the belt line." The discussion often reveals people inadvertently trapping each other in the nether regions of distrust, with no means of escape.

It's often been disheartening to learn how many groups report that the preponderance of business is stuck in the levels of distrust. In fact, this has been the norm for so long that it's considered acceptable behavior and has become an acceptable art-form in the business world -- symbols of modern era capitalism.

Avoid being Sucked into the Tornado's Downward Spiral

When even one person engages in the first level of distrust, it is tempting to respond "tit-for-tat," or worse, going one level deeper. This, of course, can trigger a never-ending downward spiral of deepening distrust. This must be avoided at all costs.

By opening a discussion of how one distrustful act triggers another, we can then address what must change to head in the right direction. Those who courageously resist tit-for-tat and make the commitment to engage in higher level discourse will unearth disarmingly productive discussions. But such action is not easy -- we are so programmed to retaliate, not reinvent.

Being a leader means you must play a pro-active role in reframing engagements, and ferret out those interactions, including their own, that reinforce distrust. Shifting out of the distrust mode for deeply distressed organizations is by no means an easy task; it's like trying to cure advanced cancer, because distrust has become deeply embedded in the organization's culture. But all is not bleak. The human spirit yearns for a better way, optimism can reign over cynicism, trust can be rebuilt -- provided leadership is truly committed.

Honor Codes & Operating Principles

Our advice to those who want to move up the Ladder of Trust is quite specific:

First, start every interaction assuming that the other parties have all four drives intact as the ultimate motivators of their psyche -- motivated by opportunities to not only *acquire* more resources and *defend* themselves, but also by opportunities to be *creative*, and to develop *bonds* of trust with others.

Many organizations have created "Values Statements." While there is nothing wrong with value statements, the values often are weighty and abstracted from everyday life. That's why we suggest the second step:

Second, create a set of Operating Principles based on our Four-Drive Honor Code. (see Figure 3) Ask people/teams to create day-to-day Operating Principles (typically 1 page or less, see following example Figure 4) that will govern their interactions.





Framework of a Four Drive Honor Code

In honor of another's drive to ***Acquire***:

- Enhance People's Capacity to Acquire necessary Resources to Succeed.
- Give People the Autonomy and Authority to Solve Problems
- Reward People for their Contribution and Commitment to Overall Goals

In honor of another's drive to ***Bond***:

- Keep Promises and Commitments,
- Seek Fair exchanges rather than cheating.
- Don't forsake the "Greater Good" in favor of one's "Self-Interest"

In honor of another's drive to ***Create***:

- Tell truths rather than falsehoods
- Share Useful Information and insights rather than withholding it.
- Respect Other's Beliefs, even in disagreement, rather than ridiculing them.
- Honor Diversity of Opinions and Points of View that stimulate new ideas

In honor of another's drive to ***Defend***:

- Help Protect Others, their loved ones and their property.
- Detect and Punish cheaters.
- Insist on a Reasonable Level of Safety and Security

Figure 3: Four Drive Honor Code



HOW TO LOVE THY NEIGHBOR

Operating Principles of Cooperation -- Condominium

As a Member of our Community, I hereby pledge to:

- 1. Build a Spirit of Cooperation among our Community**
 - Work for the Greater Good: “All for One, One for All”
 - From Chaos Seek Unity, From Discord Find Harmony
 - Tolerate No Divisiveness, No Polarization, No Back-Biting
- 2. Engage & Embrace all Members with Respect**
 - Respect Everyone’s Need for Solitude, Peace, and Tranquility
 - Respect and Listen to those with a Different View
 - Seek Always to Bring Out the Best in Others
- 3. Build Relationships based on Trust, Integrity, & Ethics**
 - Speak only the Truth, Otherwise be Silent
 - Give People the Benefit of the Doubt
 - When wrong, Acknowledge, Apologize, then take Corrective Action
- 4. Speak Only the Language of Cooperation:**
 - Seek Solutions, Not Blame
 - Neither Speak nor Spread any Gossip
 - Forgive those who Apologize for their Transgressions
- 5. Disagree without being Disagreeable**
 - Be Critical without Criticizing
 - Never Threaten, Attack Issues but not People
 - Do whatever Can Be Done, and Gracefully Accept what Can’t
- 6. Try to Bring a Spirit of Joy to All**
 - Dwell Not in Negativity
 - Complain Not about Petty Things
 - Receive Everyone with a Cheerful Face and Open Arms
- 7. Keep a Positive and Caring Attitude**
 - Listen with Empathy and Compassion
 - Hold our Responsibilities as Dearly as our Rights
 - Respect the Minority’s Needs, even though the Majority Rule
- 8. Live by the Spirit, not just the Letter, of the By-Laws**
 - Live with the Intention of Peace & Harmony
 - Live to Create Advantage for Everyone, not just for yourself
 - Respect the Law for the Guidance it gives, not for its loopholes

Figure 4: Sample Operating Principles



Just the very act of creating Operating Principles is a very energizing, unifying, and aligning process.

By addressing all four drives, people's needs have a high likelihood of being fully met. This is amazingly simple -- but it works. Operating Principles become a guide for new people who enter the group to abide by because it aligns their energies.

By sticking closely to these operating principles, the group will move up the ladder of trust, releasing energy for collaboration, high performance, and creative thinking that's off the chart.

Nonetheless, all should be alert to identifying distrustful behavior, calling it out, making it unquestionably clear what won't be tolerated.

Taken together, these are the acts that will build a strong structure of trust.

We are confident that the *Bond* and *Create* forces are, at worst, just dormant in our culture's collective psyche, and at best ready to blossom from the bud.

Trust is a Choice

How much trust exists between people is a choice everyone makes. The problem is that most people make the choice reactively or unconsciously without discussion or interactive design. This is a large mistake that has kept relationships -- both personal, organizationally, and even internationally -- stuck the mediocrity of mistrust.

The level of trust that exists in any relationship should be a *mutual choice*. Rather it's most powerful when it's the result of choice of how you want the world to work. For example: suppose you've had a situation where a business associate or friend just betrayed you.

You might be thinking: "I didn't *choose* to be stabbed in the back by what I thought was an honest man." True enough, to an extent. But that person did make the choice to betray you either:

- *Intentionally* or *Maliciously* -- it was done after some deliberation or desire to hurt or harm you, or
- *Unconsciously* or *Negligently* -- their mind made a choice to repress any thinking about their motives for action or its consequences, or
- *Reactively* -- triggered and driven by emotions, not rational thought

Also consider: perhaps you set up conditions that drove their choice, or made it easier, or because they felt there would be no dire consequences for the betrayal. Neither person discussed the rules of engagement for trust or the consequences for violation.

The art of building trust should not be something that "just happens" reactively, thoughtlessly, or invisibly.

Be proactive: discuss, design, and destine the relationship to its highest possible level.



Tornado of Distrust -- Trust Busters

To grasp the multi-dimensionality of trust a more detailed, granular view of both trust and distrust is helpful. In Figure 5: Tornado of Distrust, instead of using a ladder, we are symbolizing the nature of distrust by a tornado because all so often the distrust starts relatively benignly with criticism and negativity, but quickly spirals out of control, fed by greed,

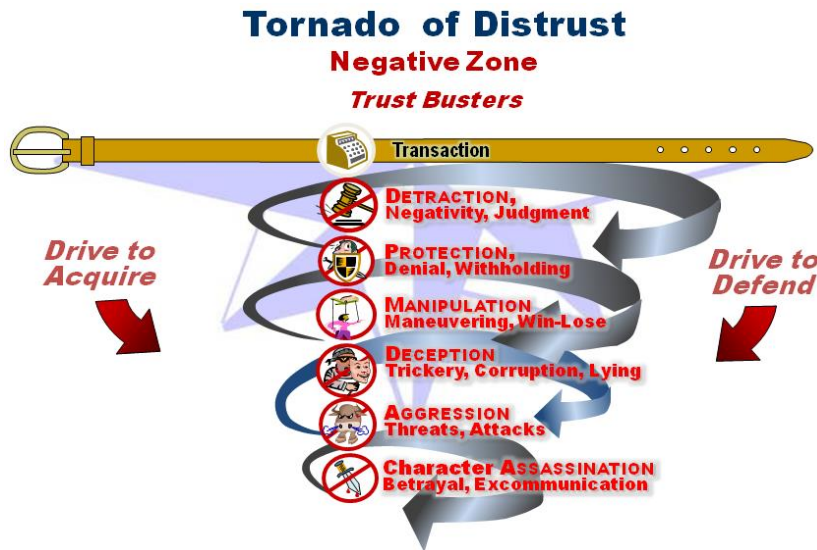


Figure 5: Tornado of Distrust

superiority, and aggression (drive to *Acquire*) along with the need to protect and fight back (drive to *Defend*). We are going to build out the Tornado of Distrust first with a description and symbols of the behaviors associated with the types of distrust. (Later we'll explore the upper zones.)

The multiple ways we've learned to "bust trust" are so well defined in our society they should be considered art forms; terribly expensive habits to support, and a massive drain on human energy. Here's a brief description of each of these types of Trust

Busters (there are more than six, but these are the most prevalent):

Character ASSASSINATION, Betrayal & Excommunication



While murder may be the ultimate assassination, the more common version in organizations is *character assassination*. This takes the form of persistent efforts to destroy the other's reputation, to scapegoat or demonize the other. *Betrayal* is an even more extreme form of character assassination.

Talk to anyone around you, and ask them "Have you ever been betrayed?" Then watch their response. Usually it's one of intense emotional pain. Their hurt is carried around like a private wound, often with guarded silence as they suffer in the quietude of self-imposed exile. Many respond to betrayal with revenge or demonization.

Historically, betrayal has always been the worst of sins. In Dante's *Inferno* the lowest level of Hell was assigned to those who had betrayed trust.

Purposeful betrayal is all too common in our daily world today. Its corrosive force destroys teamwork, co-creativity, and the spiritual sense of community. In response to betrayal, people typically withdraw into their protective cocoon, or the opposite, fight with a vengeful energy that creates no possibility of reconciliation. When done unintentionally, betrayal usually takes a variety of forms, such as selfishness or insecurity, and often manifests as creeping dissent, an angst of complaint, blame, undermining, resentment, negativity, fault-finding, character assassination, and endless complaints. It's in this swamp of despair that betrayal breeds like mosquitoes – small, hard to see, but voracious, ugly, and disease ridden.



When this behavior occurs at work, daily routine becomes nothing more than bitter-sweet travail with neither victory nor valor, nor honor, nor heroics. In the family, betrayals ultimately lead to divorce, delinquency, despondency, depression, destructive revenge, or even death.

When done intentionally, the result is usually far more insidious, destructive, and often horrifying. If the ghosts of archetypical betrayal are prolific in your family, community, or organization, look to the top where their spirit may reside. And also look within to see if you are trapped in a culture of intrigue, innuendo, and doubt in which you've become one of the principal or supporting actors.

Have you ever been shunted aside, zeroed out, made meaningless, or marginalized? That's nullification, and it's not pretty. When someone walks out on you, turns their back, or storms out of the room, you are being nullified. How much trust do you have in that person?

Many religious groups use this technique to ostracize those who've broken their rules; Catholics can be excommunicated, Jehovah's Witnesses can be disfellowshipped; other's call it "shunning."

Nullification can happen passively – when you are not responded to in a meeting or your request for assistance falls on deaf ears.

To illustrate the power of nullification, studies have shown that it's more damaging to an infant to neglect them than abusive violence.

Nullification is destructive because it directly thwarts a vital desire in everyone: the need to be needed and the need to make a difference.

AGGRESSION, Threats & Attacks



Aggression is the use of someone's power in a way that seeks to threaten or harm. It represents the extremes of the drive to *Defend* (attack) and the drive to *Acquire* (dominate). The intimidator believes the best defense is a good offense: take the initiative to demonstrate superiority, strength, and power.

For the overt aggressor, it's "either my way or the highway;" and "he who has the gold, rules." They may bellow and bluster. They may vividly demonstrate their power symbolically by sitting higher than others in their office, or telling stories about their aggressiveness, or speaking crassly in public, or insisting their answer is the only right one. The outwardly aggressive person believes the best defense is a good offense: take the initiative to demonstrate superiority, strength, and power. It often takes the form of a big ego disguising a very deep sense of insecurity. Trust is destroyed as they always put themselves and their agenda first.

Because outright aggression is pretty obvious, often highly intelligent people quickly learn it's frowned upon. So they develop a trickier game: they become obstructionists by offering resistance that shows up as helplessness, procrastination, upsets, hurt feelings, resentment or inaction even after multiple requests to stop. It's called "passive-aggressive."

The victim of the passive-aggressor may become angry, but because there's no overt attack, they don't fight back. Instead they clam up; shut down; just obey. Commitment and creativity dies; caring and learning halts; despondency and cynicism prevails.

Sometimes the passive-aggressive person has developed such a habitual use of this trick that they are no longer conscious that they do it. For example, the passive-aggressive might be habitually late to anything they don't want to engage in.



Beware of the passive-aggressive – they are usually highly intelligent, often outwardly successful, and very observant of your behavior. They see you as a threat to their position as the best, most powerful, or smartest.

DECEPTION, Corruption, Trickery & Lying



The purpose of deception is to twist the truth. Lies are nearly always the base of deception. It takes a variety of forms from the innocuous to the sinister. Sometimes it's so subtle it's hardly noticeable. Subtle forms of deception create illusions that something is totally true when it's not. Not giving all the information one should have is deception.

Making others believe something with a half-truth is another example. Twisting the truth makes others insecure, uncertain, and unconfident.

Fraud is another form of deception with the clear intent to swindle someone.

A more insidious version of distortion typically takes the form of gossip, negativity, bad-mouthing, personal attacks, blaming, and forming cliques that twist the truth with the purpose of excluding or discriminating unnecessarily against another. The intention might be more sinister, linked with another form of trust-buster: Assassination – usually character assassination.

While lies are always dishonorable and destructive, in their worst form they can be downright evil, intending to harm, hurt, or damage another person. Lies often place the victim in the unenviable position of having to defend themselves against some allegation that was never true in the first place. The victim then has to go to inordinate lengths to prove that something never happened.

Theft is also an ugly form of corrupt deception resulting in a physical loss of a possession.



MANIPULATION, Maneuvering & Win-Lose



The mind of the manipulator has determined they cannot trust their world to respond in predictable and reasonable ways, so they have to trick their world into responding opportunistically to their advantage, which usually sets up a circular, self-fulfilling prophecy.

Lo-balling one's estimates is a form of manipulation.

The most typical manipulation game is whining or complaining. This method attacks others by focusing attention on how everyone else is wrong, bad, guilty, or incompetent. The whiner is seeking to get their own way by maneuvering others into the “bad guy” role, with themselves as the ‘rescuer’. They often get away with it because it is easier to placate them than to confront their dysfunctional games.

Surprises are one of the other ways the manipulator operates. Sometimes the surprise is actually somewhat innocent – they simply have their own self-interest at heart, and don't care an iota about you. In a sense, you didn't exist or weren't important enough to even show up in their mind as something to consider. But the result is quite disturbing, creating a “them up – me down” condition of distrust. Our response may be to “get them back” by out-manipulating the manipulator, or perhaps by playing people off against one another, such as using nullification or litigation against them.

At the more sinister level, the manipulator may be actually plotting against you to gain position, authority, or power. Then the manipulator becomes the betrayer.

Regardless of the motive of the manipulator, our egos are designed to protect and defend us against attack, and anything that looks like an incursion on our ability to thrive will be experienced as an attack, prompting a fear response and then either a counter-attack, formation of alliances to defend our position, or a flight from the situation.

PROTECTION, Denial & Withholding



Protection and Deniability (*Defend*) typically comes in two forms: active and passive. Active protectors will often hide behind mountains of legal agreements, non-disclosures, red-tape, and anything that will cover them in the event of a collapse or blame from above. They often have an excuse for everything and a lawyer in the next room.

By being overly protective and by having an infinite repertoire of excuses for their risk-proof behavior, they actually create the very distrust that they attempt to protect themselves from. The legal profession is designed to “protect its clients.” The lower the trust, the greater the thickness of the contracts, riddled with clauses designed to ensure no dishonorable action could produce harm, while the very existence of these clauses actually causes more distrust.

Passive protectors withdraw, flee, hide, or remain silent – making no commitments, avoiding interaction, and taking no risks. Passing the buck is a good way to keep out of the line of fire. Ducking issues is a form of protection. Bureaucrats are professional protectors, deflecting responsibility with obscure rules, convoluted processes, and abstract reasoning.

Other protectors are gate keepers. The secretary that won't let anyone get to the boss is a great example. Unfortunately the boss never gets to see the world of possibilities because he or she is so well protected.



DETRACTION, Negativity & Judgment



Detraction and negativity comes in many forms: the chronic evaluator, the overly judgmental and critical, and the cynical. They are quick to judge something wrong, play holier-than-thou, or subtly find a way to make others look reckless, inexperienced, or unworthy and thus make themselves seem stronger, or make you look reckless, inexperienced, unworthy, or just not part of the club. Critical evaluation is a “one-upsmanship” play that seeks to invalidate another person.

One form of detraction is the put-down. Have you ever accused someone of having “rocks for brains” or a similar put-down? That attack is only intended to demean someone, to make them less than human, making them feel insecure, uncertain, and unconfident.

People have a tendency to weigh negativity far more heavily than praise because it triggers people’s defensive drive, (*Defend*) becoming a corrosive force, eating into the emotional fabric of people who crave to have their drives for collaboration (*Bond*) and learning (*Create*) reinforced. Idea killers will knock the energy out of an organization as it quickly quashes the creativity drive.

Evaluators would rather find fault and deny you rather than join forces to find a better solution. The worst of the evaluators are the cynics who are intensely compelled to say no, and cannot look at the world from a positive point of view. Beware of the cynics – if they are part of your organization they will poison the well of success.

The negligent form of evaluation is the simple act of disrespect by not giving you fairness or consideration or respecting your time and energy. Thus the detractor is so engaged in critical judgment they deprive themselves of engaging your creativity and experiencing your skills. Nor can they tap into your unique talents, insights.²⁵

(We don’t mean to imply that one should never carefully evaluate people nor make judgments. There is a distinct difference between judging people and situations objectively and making it a personality trait.)

Like the smoker who gets a momentary nicotine high, the leader or family member who feasts on a diet of cynicism, and rule by fear may get an emotional power-high, but in the long run, with each passing day, sustainable energy is drained from those around as they wallow in depressive counter-attack, surreptitious spying, cavorting, and deceit.

Transaction – Neutral: Neither Trust Nor Distrust



To understand a transaction, think of a toll-booth on the turnpike or bridge or paying the attendant at a parking garage. That’s a transaction, pure and simple: an exchange of value -- money for use of their road, bridge, or parking lot. Now, can you remember the name of the tollbooth attendant? Easily forgettable because it was a transactionary experience, one based simply on exchange. There was sufficient trust to do the exchange, but certainly if there were a significant amount of money at stake, you would have wanted the safety and security of a strong relationship based on trust or a good contract. When you buy a house or purchase a car, you do so in a transaction. Often the bank and the seller are not people you know well. But they attempt to protect their loan with a pile of contracts.

²⁵ We don’t mean to imply that you should never carefully evaluate people nor make judgments. We only want you to be careful not to be so judgmental that you shut yourself off from a positive relationship

This is why we put transactions right on the neutral trust line – neither trust nor distrust. Transactions happen every day: at the grocery store, at the mall, at the gas station. When shopping, we put enough trust in the “brand” or the store’s reputation to complete the exchange of goods or services for money, but not enough trust to engage in any form of deeper relationship.

This is the arena where the “deal” takes form. Contracts are the presumed basis for creating the safety and security necessary to transact very large deals. The use of the word transaction is important, because it connotes an action across a boundary.

A large part of our legal profession is based on transactionary trust, and even lower levels of distrust. Just look at the documents needed to buy a house today; it's voluminous. Twenty years ago the number of pages needed in a house closing was about one third what we need today, and we still have slimy dealings going on in the housing industry. The size of the closing documents is a reflection of the untrustworthiness of the housing industry.

It's at this level we have placed a “belt” on the Ladder of Trust to indicate that any action below the level of a transaction is off limits: ‘below the belt’.

PRINCIPLES OF TRUST



Going back more than two thousand years, a tried-and-true approach to building trust was first developed in the third and fourth centuries, B.C. by Greeks (see Chapter Five). They were quite perceptive on what built and sustained trust, as well as what destroyed it. The Greeks designed a culture that reinforced behavior that proved extremely effective in producing the highest forms of human behavior that had been known to man at that time. We've called these the “Classic Principles” which harness and align the driving energies of the human spirit. At the most fundamental level, the *Classical Principles* aim at the original ancient Greek objectives of *building character* and *creating positive, sustainable relationships*.

After some deep “process archeology” into the best practices of the Greek era, we rediscovered, resurrected, and recodified them with updates that integrate the ancient Greek into the Four-Drive Behavioral Model.

[Please Note: as with all principles, these are to be taken as a complete set, not cherry-picked to suit. Why? Because the brain is designed as a pattern recognition computer, it looks for predictability and consistency. If you use all the principles as a whole, others will see you as a coherent person with integrity. It's just like if you go to an Italian restaurant and order your favorite meal from the menu. If the chef left out just one of the ingredients – not enough basil, for example – you would sense immediately that something was missing, out of balance, not up to par. Or if you went to a piano concert and were familiar with the music, you would quickly recognize if one of the piano keys was out of tune, even if all others were perfect.]

Today, the *Classical Principles* still remain embedded in many military organizations; their presence has a lot to do with the fact that the U.S. military is one of the most trusted institutions in the U.S. government (see Marine Corps Values at the end of this chapter), rating more than four times higher than Congress. The Boy Scouts also practice the Classical Principles and these principles are being reinstituted in some public schools by organizations like Character Counts.

The Classical Principles enable a leader to begin climbing the Trust Ladder by establishing a basis of safety and cooperation.



HOW TO LOVE THY NEIGHBOR

The framework for the Classic Principles is epitomized with the acronym “FARTHEST:”

Fairness & Reciprocity for the Good of All

Accountability (external)& Integrity (internal)

Respect, Empathy, & Honor of All

Truthfulness & Honesty

Honorable Purpose & Commitment/Courage

Excellence & Standards

Security (social & economic) & Safety (physical)

Transparency & Openness

Together these form a covenant of trust.

(The order we present them here reflects the acronym “FARTHEST” which is not intended to imply that the principles should be used in a sequential order – they must be as an integrated whole – no cherry-picking!)

“Above all, don't lie to yourself.

The man who lies to himself and listens to his own lie comes to a point that he cannot distinguish the truth within him, or around him, and so loses all respect for himself and for others.

And having no respect he ceases to love.” [ceases to care, to trust, to belong, to flourish, to discover as his world implodes into a hallucinogenic nightmare from which one awakens back in the darkest of all worlds – of one's own creation-- RPL] having no love, he gives himself up to passions and coarse pleasures in order to occupy and amuse himself, and in his vices reaches complete bestiality, and it all comes from lying continually to others and himself.

A man who lies to himself is often the first to take offense.

It sometimes feels very good to take offense, doesn't it? And surely he knows that no one has offended him, and that he himself has invented the offense and told lies just for the beauty of it, that he has exaggerated for the sake of effect, that he has picked up on a word and made a mountain out of a pea--he knows all of that, and still he is the first to take offense, he likes feeling offended, it gives him great pleasure, and thus he reaches the point of real hostility...”

– Fyodor Dostoevsky



EIGHT TRUST PRINCIPLES

- 1.F**airness & Reciprocity
- 2.A**ccountability & Integrity
- 3.R**espect & Empathy
- 4.T**ruthfulness, Courage
- 5.H**onourable Purpose
- 6.E**thics & Excellence
- 7.S**afety & Security
- 8.T**ransparency & Openness



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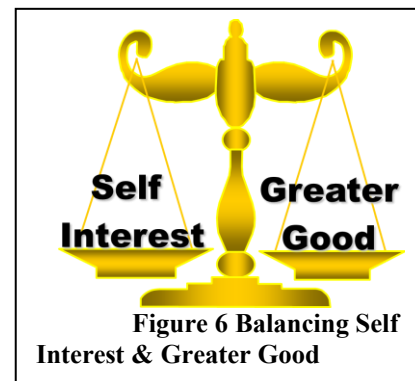


- **Fairness**²⁶ – ensuring Equitable Treatment, Reasonable Reciprocity, Mutual Benefit & Justice for all
- **Accountability**²⁷ -- the external display of one's Internal Integrity, avoidance of "Blame Game," anticipation of another's needs coupled with proactive initiative
- **Respect**²⁸ for others – the foundation for caring, which, in advanced form, becomes empathy, and love. Cicero: if Respect is gone, Friendship has lost its brightest jewel.
- **Truthfulness**²⁹ – solid commitment to candor and courage to be honest in your word and deed
- **Honourable**³⁰ Purpose – devotion to doing the best thing for the inherent greater good for the right reasons
- **Ethics & Excellence** – acting in concordance with highest standards, and a community's moral conscience
- **Safety & Security** – ensuring those in your care are physically safe and financially secure
- **Transparency & Openness** – enabling your motives to be clear, noble, and obvious to others

Principle #1: Fairness & Reciprocity

Darwin recognized conscience as the single most distinguishing factor separating humans from the rest of the animal kingdom, and the most important force that propelled the human species to evolve more rapidly than any other. Highly effective organizations, such as the U.S. Marine Corps, recognize conscience as the inner voice that gives courage the moral strength to do what is right regardless of the conduct of others.

"Fairness" is probably the first quality displayed by our conscience as our mind weighs our own self-interest (drive: *Acquire* + drive: *Defend*) with the interests of others (drive: *Bond*). The brains of all normal people (representing 95% of the population) are hard-wired to think this way. Certainly we have all been outraged when we experience something that just wasn't fair. When we see such injustice we scream "foul," or "that's just unfair!" We all want a "level playing field" or a "square deal."



²⁶ Fairness is not always an objective analysis, it is relative to the mind of the beholder.

²⁷ In leadership situations and partnerships, one must also be accountable in seeing into the future, understanding the Laws of Compounding Risks and Unintended Consequences, recognizing when danger or opportunity lies ahead, and taking either preventative or strategic positioning for the future.

²⁸ Respect applies not to just one's friends, but to everyone, whether you like them or not.

²⁹ Truth must be separated from opinion, which is often undistinguished. Truth may be poly-sided, paradoxical, and even undiscovered.

³⁰ Honorable has a depth of meanings, including synonyms for honorable: Conscientious, distinguished, ethical, honest, law-abiding, noble, principled, reliable, worthy of respect, respectable, righteous, sincere, trustworthy, virtuous, dependable, forthright, high-principled, just, and truthful. Purpose gives meaning and value and inspiration to those who engage in an achievement.

We trust people who we can count on to balance self interest with the mutual interests, looking out after our interests as well as their own,

There is a price attached to fairness. When we make decisions that embody a personal sacrifice of our self-interest in favor of the greater good, we also establish an expectation the sacrifice will be worth the effort. We expect reciprocity – our magnanimity will be returned quid pro quo – measure for measure. This is frequently referred to win-win arrangement. All normal human are both capable and desirous of addressing both the ‘self-oriented’ and the ‘other-oriented’ aspects of conflicted issues simultaneously, given the capacity of the brain which has evolved to search out win-win solutions to these conflicts

Principle #2: Accountability & Integrity

Accountability and Integrity represent the flip side of each other. Integrity is what’s happening with one’s *Internal Alignments*; accountability is the *External Manifestation of Integrity*.

What does it mean to be accountable? People typically respond with comments like these:

- Responsibility for getting results
- Meeting Expectations and Going Beyond
- Where the “buck stops”
- Ability to be counted on in tough times
- Keeping Your word
- Never blaming someone else
- Stepping up when no one else does
- Assisting others when they encounter difficulty

These address the many elements of Accountability. It’s an issue that makes or breaks a person, because of its deep connectivity with results, for a person who gets no results is ultimately judged impotent; no matter the inspired loftiness of mighty words, nor the beauty of moral intent, nor the love and appreciation others.

In their book, *Bridges of Trust: Making Accountability Authentic*, authors David Levine and Jim Reger explain the breadth of accountability:

*Accountability is more than working hard, being busy, or doing your best. It is delivering the result you promised. It’s carrying through to completion the responsibilities entrusted to you. It’s standing up for your actions and for the results of your actions.. It is the reason that accountable people think carefully, even if briefly, before making a commitment. They don’t make promises lightly, because they know that making an agreement means they’ll follow through – regardless of the circumstances that arise. In so doing, accountable people exhibit integrity and trust.*³¹

³¹ Irvine, David and Reger, Jim; *Bridges of Trust: Making Accountability Authentic*, DC Press, 2009, p 2



Principle #3: Respect & Honor

There is a well-worn adage: “Respect is not given; it is earned.”

The best way to *earn respect* is to give respect. Talking trash, belittling others, and demeaning people in public will produce one inevitable result: you will be despised and certainly not trusted. In our research the word “trust” was more frequently linked to the word “respect” than any other word. The two go hand-in-hand.

There are two kinds of respect – one comes from *fear*, the other comes from *honor*.

In the first kind, we give someone respect because we fear what they might do if we are disrespectful. A person who strikes venomously, (injecting fear like a rattlesnake) may be respected, but will also find it unleashes venom in those who have received it -- returned in the form of subterfuge. Fear begets anger, which begets revenge – a very dangerous cycle that can only end in a plague upon all.

The other form of respect is derived from honor. By respecting others you win their respect; respect must be given before it’s received. Any person or leader who dishonors those in their range of influence has descended “below the belt,” and will more than likely trigger dishonorable behavior in midst.

Saying “please” and “thank you;” treating people as you would wish to be treated – with dignity and respect begins to shift your world from mistrust to trust.

Leaders aspiring to build trust simply do not tolerate dishonorable, disrespectful actions, not so much for ethical or philosophical reasons, but because disrespect is the poison that kills collaboration. A person without honor has no interest in either doing the right thing, nor in respecting the dignity of other people, nor in working for the greater good of the whole community. In the ancient Greek tradition, a person who was solely interested in their own personal gain was considered dishonorable and ostracized from the community.

Principle #4: Truthfulness

A leader must be honest with himself and the people he is working with. In the long run, honesty will pay off.

I never tell a team anything that I don’t absolutely believe myself.

I always tell them the truth. I can’t even try to deceive them, because I know they’d know.

Faithfulness and truth are the most sacred excellences and endowments of the human mind. – Coach Vince Lombardi³²

Getting the highest level of performance from any group is highly correlated to honesty and truth. Why? Because in order to perform at the highest levels and to innovate effectively, people must know the difference between reality and possibility, between today’s results and tomorrow’s expectation, between what’s happening and what needs to happen. If people cannot trust others, nor rely upon the facts, nor have faith in their leader’s commitment to be

³² Lombardi, Vince, Jr; *The Essential Vince Lombardi*, McGraw Hill, 2003, p 89 He is one of the most revered football coaches of all time, noted for his turnaround a the failing Green Bay Packers.



trustworthy, then families, teams, and organizations unravel as blame, excuses, finger pointing, illusions, vagary, and negativity fill the trust vacuum.

Trust is never gained in a world of untruths. The face of truth is always simple, but deceit wears a thousand disguises.

It is not the outright lie that is most disconcerting, but the half-truth, because it makes falsehoods seem true. When a person in authority makes a statement, of which the first half is a known truth, most people will conclude that the second half of the statement must also be true. The truth portion was always verifiable, and the false conclusion, which seems to be the logical outcome from the preceding real facts, is hard to certify.

Deceptive leaders will use half-truths to cover their deception, seldom outright lies. Lies may be quickly exposed, but the danger in the half-truths is that they are twisted to look real.

Principle #5: Honorable Purpose

The heart and soul of every person holding down a job yearns for knowing that their daily labor contributes to something much more valuable than just a dollar in their pocket. They want to know that their job has some value, some meaning, and some larger purpose. When people find no meaning and purpose in their work, they lose a sense of trust in the organization they work for. This can be thought of one essential part of “institutional trust.”

The idea of organizational purpose transcends a mission statement. It communicates value to the world it serves. This can range from the *villainous* (such as a crime ring), to the *detrimental* (tobacco companies), to the *honorable* (such as fixing truck engines, shuttling passengers, or moving trains, etc.), and extending to the *noble* (such as finding a cure for cancer, or reducing the impact of global warming).

“Honorable” embraces the commitment to honesty in intentions and actions; truthful with integrity; ethical (as opposed to cheating, deception, or fraud) and courageous enough to stand for the principles of fairness and win-win.

“Purpose” is the reason for which something exists or is done, made, or used; the objective toward which one strives with determination and resolution.

Honor is the *means*, and **Purpose** is the *ends*.

When a person, family, team or organization starts with *Honorable Purpose*, they agree to do the right things for the right reasons.

Being trusted requires the foundational principle of honorable purpose, because, in the larger sense, no one, except those without a conscience, relishes engaging in activities that are dishonorable. Without an honorable purpose to guide life’s decisions, it’s likely the wrong decisions will multiply upon themselves, cycling downward into more and more risky outcomes, filled with far more strife angst, and piles of protective legal verbage.

Principle #6: Ethics & Excellence

When standards fall, people stop trusting the world around them along with those responsible for maintaining it. Low standards means people no longer respect those around them; they disrespect their world, including people and the physical space. The decline affects teams and entire organizations, as famed basketball coach Pat Riley observed:



"Whenever people on a team decide not to trust, everyone will gear down their effort until they're doing just enough to get by. They want, subconsciously, to enroll everyone else in their cycle of disappointment."³³

It's a vicious cycle as diminishing standards further erode trust. This is what happens when neighborhoods become slums.

This diminishment of standards can result either from success or from mediocrity. It's like gravity; it's always there, invisible, and ready to create a fall. Success can breed the false illusions of immortality, omnipotence, self-aggrandizement, and placing trust in faded glory.

Likewise, failure can spawn despair and despondency as remaining vestiges of quality are replaced by excuses, accepting second best, expecting an entitlement, persistent denial, and blaming others. Either will foster distrust as each member of the group or community shrinks away from their commitment to both excellence and the greater good, while retracting into their own protective shells of self-interest and arrogance; an insidious process which then breeds upon itself.

Setting high standards ensures that everyone on a team knows that everyone else is giving at least 100% effort. Once any one person stops giving an all-out effort, trust begins to erode.

Trust is not a constant, it must be forever renewed by vigilance, always asking the question: "How can we, as a team or group, do better, more, quicker, safer?"

Principle #7: Security & Safety

Southwest Airlines' Number One Priority is to ensure the personal Safety of each Southwest Customer and Employee.

Our vision for our People is clear:

We want to protect the Job Security, Prosperity, and Well-being of all of our Employees.³⁴

The opposite of *safety* is *fear*. The *Security & Safety* Principle is designed to create the *absence* of fear. If people don't feel safe from threats in their immediate organizational environment, physical or psychological, it is very difficult to build any level of trust. They need to know that their drive to *Defend* does not need to be on "high alert," that the leader will incur no harm.

Fear amplifies, magnifies, distorts, twists and perverts the perceptions of reality in most people. People will remember their fears strongly because of the powerful emotional memory attached to them.

Fear enslaves the leader by creating false illusions of power, and limiting her to a limited scope of skills, thus excluding the value of strategy, vision, teamwork, and enthusiasm, to name a few. Similarly fear enslaves the recipient by entrapping their spirit and paralyzing creative action.

On the Trust Ladder, we refer to the creation of *Security* as a *Guardianship* – the active commitment to keeping another person safe from harm. Engaging in a *Guardianship* means the leader is willing to risk personal harm to prevent harm to others, which requires both courage

³³ Riley, Pat; *The Winner Within*, Berkley; 1993;p 60.

³⁴ Southwest Airlines, from Website, About SWA



and commitment. It means paying attention to your people to be sure that basic needs for security are assured.

Those who rule by fear create a world where fear, not the leader, reigns. Eliminating unnecessary fear enables a leader and organization to focus competitive energies external against outside threats, not internally on fruitless internal witch hunts.

Principle #8: Transparency & Openness

The word “transparency” is often used today to indicate that one can see to the core of an issue or a person. But perhaps the word “openness” is more appropriate, because it implies that not only are a person’s motives clear and obvious, but they are “open” to scrutiny, and that a person is “open” to new ideas, co-creative potential, and deeper understanding of the needs of others.

“It’s almost impossible to have either [trust or respect] unless people throughout the company are engaged in frank, open, and honest communication about the state of the business.”³⁵ You can’t have trust without honesty and openness.”³⁶

Just as the physical world abhors a vacuum, human nature abhors uncertainty and ambiguity, because it triggers the drive to *Defend* to consider a multitude of situations where anything can happen. Trusting someone means you are willing to leave yourself vulnerable, to lay yourself open with the expectation that you won’t lose something, be attacked, taken advantage of, or harmed in ambiguous situations where there’s a high level of potential risk.

This becomes even more important in a fast-moving, rapidly changing world that is constantly generating uncertainty, ambiguity, complexity, and paradox. If people add their personal unpredictable behavior onto this heap of confusion, distrust is just around the corner, and it can manifest its presence in any of the range of behaviors below the belt on the Trust Ladder.

Because insecurity, ambiguity, and doubt are harbingers of distrust and insecurity, being open, transparent, and predictable gives others a sense of stability and firmness.

Simple little things can aggravate the insecurities of the unknown. Just being on time, remembering people’s names, meeting commitments, performing at 100%, listening well, and keeping confidences may sound small things, but are basic to the Principle of Transparency and Openness.

When the FARTHEST qualities manifest *together* in the daily affairs of life, one becomes a far better leader, partner, and colleague in these ways ...

- First, by becoming *consistent* and *predictable* – critical qualities to maintain the stability of trust – a person becomes trustworthy.
- Second, by adherence to these principles one is enabled to live in *integrity* -- their *words* match their *actions* – they under-promise and over-deliver, thus honouring themselves and becoming a holistically resonant, not dissonant.
- Third, by having a full commitment to Trustworthy Compassion, a person knows they can indeed *trust themselves*, providing a pathway to a *healthy self-love* and *self-respect*.

³⁵ Stack, Jack; A Stake in the Outcome, Doubleday, 2002, p 69

³⁶ Stack, Jack; Ibid, p 48



- Fourth, by being able to *trust fully*, partners can *care and love fully*, without reservation or concern about risk.
- Fifth, by unifying the FARTHEST trust elements, one is empowered to have *courage* – that *heartfelt* willingness to put oneself in the face of danger or stand strong for the honor of their partner, to overcome injustice, inequity, and provide security for others. Courage is *overcoming fear* because Love of our fellow man is more cherished than personal Self-Interest.
- Sixth, by holding a holistic, interconnected approach to trust, *creativity is triggered* by taking away fears and worries of betrayal, thus letting the mind expand into imaginative realms, spurring multitudinous revelations, innovation, and in close personal relationships: the deepest of loves.
- Seventh, by enabling deep trust, a strong, stalwart, positive *response to adversity* comes to bear, while acting as a powerful buffer to limit conflict and reduce stress in a relationship.
- Eighth, when you embody the Eight Principles, people *trust your judgement*, because they experience you as an embodiment of *wisdom*.

TRUST DEFINES YOUR IDENTITY

In the chapter on the ancient Greeks, we cited Heraclitus, the ancient Greek philosopher who said:

“Character becomes Destiny”

This is a deeply profound thought, because in one’s passage through life, we are faced with thousands of decisions, large and small, which serve as cross-roads in our destiny.

Before we can trust others, we must first show we can trust ourselves. To create true synergy with others, we must design it and manifest it within our hearts, minds, and souls, and perceive it manifesting in our everyday world.

Cross-Roads of Destiny

Those who have poor character continually make bad choices when they reach these cross-roads. The poor choices may include a wide variety of things, starting early in life:

- who we associate with,
- how we treat others,
- where we spend our time
- what we decide to learn
- the future we seek
- the choice of friends and partners
- the commitments we make
- how we honor others
- the way we respond to pressure and stress
- choices to believe in one thing or another



- where to live
 - use of drugs or alcohol
 - what employment to seek
 - the choice to go on to college,
and what college and what courses
 - should I join the military or public service
-the list is endless.

How we answer each of the choices in life, it might be argued, depends upon three key forces: 1) who *influences* us, 2) our *belief systems*, and 3) the *values* we hold dear. And that is the crux of the issue of character; for the person with character is consciously aware of these three forces and makes decisions about his or her life with the best inputs from these three forces.

If you look at anyone whose life has been a failure, the decision points about their lives were multitudinous; many times they could have made critical turns that could have avoided having their pathway of life run headlong into a ditch.

THE ROAD LESS TRAVELED

Two roads diverged in a yellow wood,
And sorry I could not travel both
And being one traveler, long I stood
And looked down one as far as I could
To where it bent in the undergrowth;

Then took the other, as just as fair
And having perhaps the better claim,
Because it was grassy and wanted wear;
Though as for those passing there
Had worn them really about the same,

Oh, I kept the first for another day!
Yet knowing how way leads on to way,
I doubted if I should ever come back.
How the woods are lovely, dark, and deep.

But I have promises to keep,
And miles to go before I sleep.
I shall be telling this with a sigh
Somewhere ages and ages hence:
Two roads diverged in a wood, and I --
I took the one less traveled by,
And that has made all the difference.

-Robert Frost

(Author's note: I have inserted a stanza from Robert Frost's Poem
"Stopping by the Woods on a Snowy Evening" into this poem

*Character is the Inner
Foundational Alignment
that displays your
trustworthiness to the outer
world.*

It is in this way that trust is not
just a quality of your life:

"Trust becomes Identity"

People truly know you when
they can trust you. If those
around you can't trust you, they
don't know you well enough to
put their faith, love, caring, or
material assets in your trust.
You are a mystery, and not a
good one.

To be trusted by others, you
must first be able to trust
yourself. If you cannot trust
yourself, you cannot really trust
anyone else, and no one can
trust you.



In Search of Integrity

To trust one's self does not happen with the wave of a magic wand. It happens by taking a journey that creates two key alignments that produce "Integrity":

- *Aligning Soul & Ego*

By listening to the soft voice of the soul we learn our highest and best destiny. (Volumes One & Three focused on these issues.)

The Soul-Ego Alignment is directly related to the alignment of our Four Drives.

The Ego Drives (Acquire and Defend) must tune into the Soul Drives (Bond and Create) to form one aligned set of driving energies (synergy) that work in unison -- they are "integrated."

This is half of the journey.

- *Aligning Inner & Outer Self*

A trusted person has high "Integrity"

This means not only is their inner alignment of the Soul & Ego drives, but there is outer alignment with the outside world where there is no need to project an "image;" all that's needed is what's real, true, and honest, what people often blithely call "authentic."

When you finish the "inner integrity," the outside world can count on you -- you are "accountable;" you take responsibility for your life, your decisions, and for your actions that impact others. You don't waste time blaming others. This is the other half of the journey.

Integrity is Inner Alignment

The first part of integrity is to assess all the elements of how you describe yourself to the outside world, then discount all of them.

This doesn't mean fully reject or deny the outer world, but don't put too much credence in it. The outer world, namely other people, puts stock in symbols and images of success, but these are mere illusions. People will believe what they see, just ask any magician. It is just as wrong to create a false image, as it is to create an image that is unfathomable or inscrutable.³⁷

Identity & Experience

Answering the question: WHO AM I? is one of the core-questions of one's very existence because one's identity has massive impacts on one's fate. This question is central to the formation of your identity, your level of integrity, and your perception of self-worth in your world.

³⁷ There is one technique that calls for the "inscrutable" face used by poker players and in some oriental negotiations, which never fosters trust.



HOW TO LOVE THY NEIGHBOR

If you ask one hundred people the question “Who Are You?” the chances are that well over ninety percent will answer the question very superficially, based on their outer view of the world.

Here are some examples of how most people would answer (or evade the answer) to the core question: WHO AM I?

- Experience – 40 years doing....
- History – come from a family that
- Financial Success – made a lot of money
- Affiliation – member of
- Highlight Event – the only one who....
- Education – graduated with honors from
- Military – served 20 years in
- Neighborhood – from Shaker Heights....
- Profession – doctor, lawyer, hairdresser....
- Survival – cancer survivor of 5 years....
- Age – 72 years old and retired....
- Role/ Profession – mother, doctor, plumber....
- Status – own \$ million home in....
- Sex – male, female, hetero/homo....
- Physical – weightlifter, sexy....
- Sensitivity – tough, gentle....
- Interests – car collector, skier....
- Marital Status – married, single, divorced....
- Nationality or Ethnicity – African-American...
- Employment – employed, between jobs...
- Financial condition – rich, poor, middle class...
- Pride – inducted into the Hall of Fame....
- Goals – will own two houses and boat....
- Social Status – leader of my team....
- Illusion – successfully accomplished
- Victimization – I was raped when I was
- Struggle – I’ve never been able to...etc, etc...
- Religion – I’m an Evangelical Christian

Think about all these answers for a moment. What are these people saying? What’s their objective?

First, they are creating an image of themselves they want the outside world to associate with them.



Second, they are totally avoiding what is their inner core. What's notable about these common responses is they have nothing to do at all with the most important trait of personal identity – Your CHARACTER; Your Personal INTEGRITY; Your VISION and VALUES; or Your DESTINY.

From the superficial illusion, in not one case do we get any sense that we could trust this person, because we only know what's on the surface, which is what they wanted us to know.

Most of these superficial answers come from the one's Ego, which needs to impress and protect. Not a single answer came from the Soul. (BTW, I don't think the Ego is bad or demonic).

The biggest problem with the “outer” approach to identity is:

Your Experience Becomes Your Identity

When Inner Identity becomes dependent upon Outer Experience, one can never separate what's happening in their daily life with who they believe they actually are. You become a victim or hero based on the experience of your life:

- When you have happy or positive experiences, you are happy and positive. Thus, if your experience is happy or positive, it is reflected in their attitude (which is okay if everything is going well).
- But the consequences are severe should you experience a "bad" day, which results in a "bad" attitude, which in turn creates more bad experiences, and ultimately a depressed or morose or angry identity. When your experiences take a turn for the worse, your identity is now about being a failure, and naturally you become depressed. (Perhaps this contributes to why twenty percent of our population in America suffers from some form of clinical depression).



If

*If you can keep your head when all about you
Are losing theirs and blaming it on you,
If you can trust yourself when all men doubt you,
But make allowance for their doubting too;
If you can wait and not be tired by waiting,
Or be lied about, don't deal in lies,
Or being hated don't give way to hating,
And yet don't look too good, nor talk too wise:*

*If you can dream -- and not make dreams your master;
If you can think -- and not make thoughts your aim,
If you can meet with Triumph and Disaster
And treat those two impostors just the same;
If you can bear to hear the truth you've spoken
Twisted by knaves to make a trap for fools,
Or watch the things you gave your life to, broken,
And stoop and build them up with worn-out tools:*

...

*Yours is the Earth and everything that's in it,
And -- what's more -- you'll be a Man (Woman),
my son (daughter)!*



Character-Based Identity

A person who bases their identity on the *Inner Alignment* of their Four Drives (which starts with the alignment of the Ego to support the Soul's destiny and purpose) thus becomes far more resilient to the twists and turns of their experience/fate.

They do not attach an adverse experience to their identity. This detachment enables them to bounce back, not weighed down by historic baggage of past experience. Every day is a new day filled with possibility and interesting challenges.

Sadness, depression, and glumness are just fleeting emotions that have nothing to sustain them. This is not a knee-jerk Pollyanna style "oh everything is beautiful" approach to the world, but a deep, *inner knowing* of why and how the world works.³⁸

The real potential here is not just to bounce, but to use the adversity experience as propulsion to a higher level. In other words, let the adversity become a transformational experience -- to be born again at a higher level.

How do people who've had this kind of transformational experience view the world?

This person of wisdom, who has "integrated" their inner dynamics – the good and the bad, the light and the dark, the strong and the weak, the enlightened and the realistic – is the one who can truly be trusted.

They answer the question, "WHO AM I?" very soulfully. They define themselves from a place in their souls where character has defined, developed, and refined their identity. Typically these people will be disarmingly humble (soulful) in answering the question with answers along these lines:

- Vision – the possibility that....
- Values – the most important values are....
- Destiny – God put me on this earth to....
- Purpose – devotion to this noble cause....
- Commitment – dedication to solving....
- Learning – from my failures I now see....
- Quest – seeking the understanding of....
- Giving – serving those who....
- Impact – making a difference....
- Integrity – dedication to walking the talk....
- Conscience – it's the right thing to.....
- Relationships – aim to be the best friend....

These people's character is sourced not from their ego, but from their soul. They define success much like what the great sports coach John Wooden advocated:

³⁸ The Six Volumes of *Keys to the Kingdom* are designed to provide this deep, inner wisdom, exploring the forces and dynamics that are in constant interplay, molding the fate of the world.



HOW TO LOVE THY NEIGHBOR

“Success is peace of mind which is a direct result of self-satisfaction in knowing you did your best to become the best that you are capable of becoming.”

It is in this shift from ego and self-interest to soul and embracing the greater good, that character is formed.

Thus the formation of character involves an “identity shift,” without which a human being is merely a pawn in the hands of a crafty leader or a potentially omnipotent culture.

Integrity is Liberating

Creating trust is not easy because it often means forsaking the expediency of perhaps lying a little here, cheating a bit there, deceiving by creating an illusion or implication, or avoiding the truth to hide under the disguise of silence.

However, the consequences of twisting the truth, failing to keep one’s word, or pushing the blame onto others will be, in the long run, devastating, no matter what the short term advantage.

Trust and Integrity are the threads of the complex relational fabric. Integrity is more than just being honest or trustworthy. Integrity means being true to oneself, true to one's deepest values, true to one’s word, to one’s conscience, dedicated to telling the truth.

The benefits of integrity are ultimately both a liberating freedom and a divine blessing.

Integrity marvelously liberates us to live our relationships forward into the future, enabling us to experience the present moment cleanly and without fear that our past will undermine us, corrode our vision, and erode our energy.

The lack of integrity inevitably forces one to look back over one's shoulder, haunted by a past filled with historic baggage which will harbor tomorrow's illness, or threaten to destroy one's false illusions that were invented to disguise the sordid realities of a disingenuous life. For those who live with integrity and honorable purpose, their word is their bond, thus engendering loyalty and respect in those who engage with them.

Integrity becomes a divine gift by enabling us to touch the deepest yearnings of others around us, thus creating a new set of possibilities filled with hope and inspiration.

Integrity is thus expansive, allowing us to become more than ourselves, to create with others, to empower others.

If your integrity – your ability think the right thoughts, and then convert that thinking into daily action – is intact, then you can trust yourself to act in the best interests of both yourself and those around you. People can then count on you: “You are accountable”

“Accountability is the external manifestation of internal Integrity”

***Of all the difference
between man and
lower animals, the
moral sense of
conscience is
by far the most
important.***

- Charles Darwin



HOW TO LOVE THY NEIGHBOR

Integrity as such defines who you are as a person, your vision, your values, your aspirations, your longings, your courage, and your commitments: the song that sings in your soul that sculpts the key decisions will lead you to your destiny's dream.

Trust and integrity enhance creativity, build teamwork, avoid fruitless ego-battles and useless blaming, reduce unnecessary transactional costs (such as memos to protect oneself, lengthy legal documents, and fruitless negotiations), and make any relationship (personal or business) more fun, thereby building human energy. My colleague, Gerry Dehkes, is clear about the impact of integrity:

Integrity includes setting expectations and consistently meeting them.

Doing both is important.

*Making sure that your counterparts will know (and be able to trust)
that you will act in a certain way in a given situation.*

Then meet or beat that expectation consistently.

*This extends beyond the individual to the rest of the people in the alliance
partners organizations.*

Or better, in an old Minnesota expression:

'Under-Promise. Over-Deliver.'

View problems or barriers, especially early on, as opportunities to show your trustworthiness, meeting the expectations you've set with your partners. These have strong impact beyond the decision of the moment. They engender trust that later on you will indeed act that way, thus inviting reciprocal actions.

Integrity resides in the ability to constitute
yourself as your word.

As such it is a home, an anchor, a self-generated
and continuing commitment to honor your
word -- despite contrary thoughts and feelings if



Trust and Ethics

The journey into the inner dimensions of identity, while inspiring, is also challenging. One's experience and outmoded beliefs have been molded over our lifetime. We are creatures of habits, many of which are not terribly beneficial. Old thoughts and beliefs can be like junk food – momentarily satisfying, but ultimately devastating. Realigning what culture and habits have formed can be frustrating, time consuming, and even painful.

Realignment can also cause difficulties with those who are our closest friends. Defining those who can be in our inner circle by a tight, exclusive definition of the inner journey to integrity leaves us with a wrenching dilemma: “What do we do with the vast majority of people on the ‘bell curve’ between integrity and evil? Do we exclude them from our realm of relationships? Of course not.

The role of ethics is to set standards that enable the majority of people to function in an environment that balances the individual's needs with the greater good of everyone else. However, in the final analysis, ethics serves only as second-rate glue creating a standard binding together those who have not done the inner work to build true integrity. If all had integrity, ethics would not be needed.

Ethical standards³⁹ are essential to the proper functioning of all societies institutions. Most people will be willingly to abide by a strong standard of ethics that bind them to behaviors that enable a reasonable level of trust. However, the untrustworthy person will always find a way around ethics, contracts, and any form of binding agreement.

The biggest problem with ethics is the misconception that good ethics will cure the problems of distrust. Ethics actually creates a dilemma for building trust.

*While the lack of ethics will definitely destroy trust,
the presence of ethics may only bring trust to a neutral point.*

Good ethics implies “I won't do something wrong;” it takes the fear out of the picture. But ethics doesn't mean “I'll be effective,” nor “use sound judgment,” nor “be collaborative,” nor “compassionate,” nor “spontaneous,” nor “willing to bend as circumstances change.”

We all know ethical people who are ornery, dispassionate, inconsiderate, self-righteous, or uncooperative; thus while theoretically “trustworthy,” they are not able to generate a trusting relationship in real life. Trust embraces far more than ethics.

Real trust comes from people who are willing to be highly cooperative and compassionate as well as ethical. In addition, we trust people who also have good character, good competence, and good collaboration. When we see great trust, we see people who know that their self-interest must always be put into a bigger picture: what's in the mutual interest of the relationship itself.

Recently I was asked to help rebuild a relationship between two business partners where the trust had broken down. The older of the two partners said it so well:

³⁹ It goes without saying that ethics are in an abominable state of affairs today. Trust in our core institutions is spotty. We trust our military five times more strongly than Congress. More than two thirds of our nation distrusts banks; and with good reason (as we will see in a later chapter) Business has a very erratic pattern of being trusted, highly dependent upon how ethical they are.



"For me at this stage of my life, I find it very difficult to separate friendship from business.

The qualities of a great friend are quite similar to those of a great partner. Frankly, I don't know where the dividing line is any more.

The qualities of trust, integrity, mutuality, loyalty, and commitment to a larger mission are inherent in both a friendship and business partnership.

As we embark on the threshold of a noble destiny together, I want these qualities to be present between us. In fact, this is more than a "want," it is an "essential ingredient."

TRUST SKILLS BUILDING

Communicating Trust

To begin building trust, we must first avoid the type of communications that happens "below the belt" on the Trust Ladder – communications that is defensive, showing superiority over another, critical and detached from the other person. This judgmental speaking-listening invalidates the other person, and destroys trust.

Committed Listening

Instead, to build a "Relationship" (first step on the Trust Ladder) be sure the other person knows you are listening -- not judgmental listening -- but "Connected Listening" -- that simply validates the other person. Figure 7 illustrates the difference between judgmental listening and listening to build a relationship.

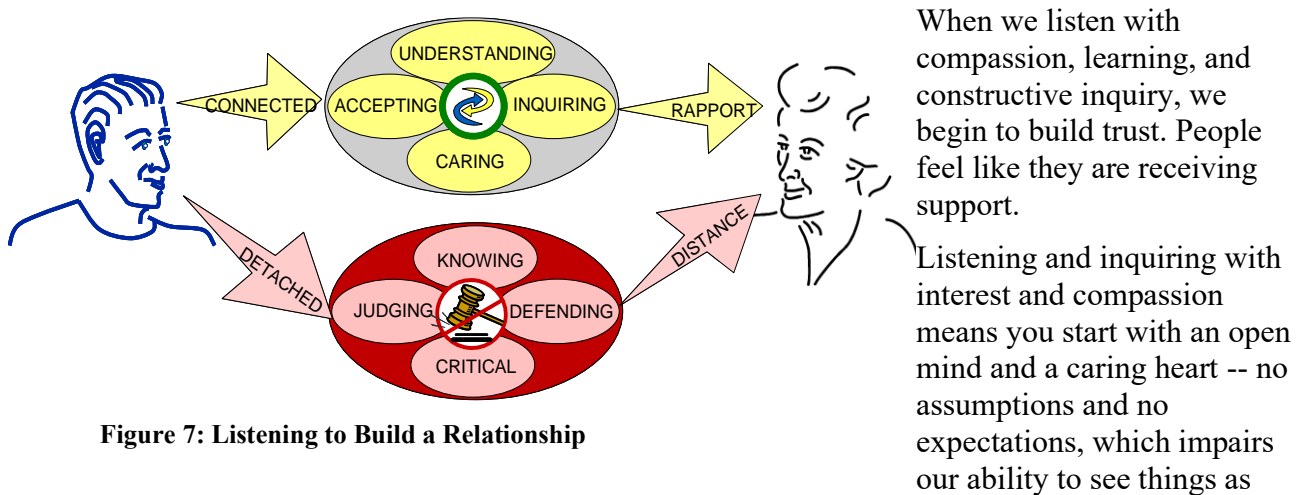


Figure 7: Listening to Build a Relationship

they really are.

The most difficult issue is if the person that you are listening to responds with criticism, judgment, and defensiveness. This is challenging because your immediate reaction is to defend, counter-attack, or blame – don't do it, because it will send the relationship into the death-spiral of distrust. Stay in the trust zone.

Perhaps you can suggest that when the other person is blaming, judgmental and critical, they are not providing the responses that will build trust nor will it produce a productive relationship. Be the light, be the inspiration. But don't tolerate abusiveness or unreasonableness.

The next shift moves us from the “Connected” listening to “Committed listening” and “Appreciative Inquiry. In Figure 8 we demonstrate what happens when you shift merely having a relationship where you communicate, to seeking a co-creative engagement with someone. Committed listening means all the time you are listening to gain understanding and insight (neither judgment nor evaluation nor manipulation):

- Listen with Compassion for Connection
- Listen for Insight and Intention
- Listen with Acceptance and Support
- Listen for Validation
- Listen for Underlying Meaning
- Sense Opportunity and Possibility
- Sense for Shifts in Thinking
- Sense Desire, Vision, and Goals
- Sense Unique or Unmet Needs

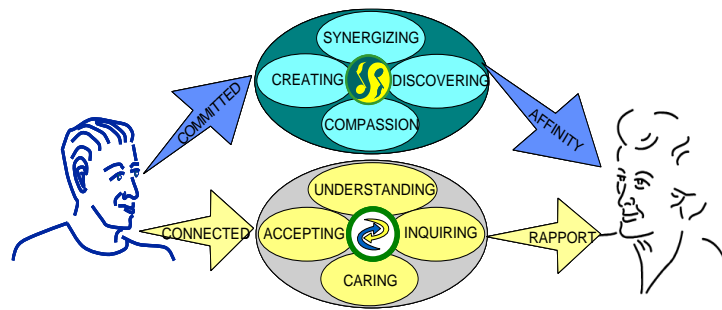


Figure 8: Shift from Connected Listening to Committed Listening

When building a trusting relationship, the minimal boundary conditions must be satisfied – both parties must be honored and respected, the other person must count on you to understand their personal interests, needs, and concerns, which gives the assurance that ultimately we will be better off from having trusted each other. If this does not happen, then the relationship is broken and you have fallen below the line into the Zone of Distrust.

Appreciative Inquiry

Appreciative inquiry is the process of continuing to ask open, non-judgmental questions. These are far more important than demonstrating that you have all the answers or making demands, or being filled with criticisms. The idea is to draw people in -- curiosity opens awareness of discovery.

With appreciative inquiry, the idea is to let the other person know you value them and their ideas, even if you disagree with them. Their view is not wrong, it's just different -- you have a “difference” with them, not a “disagreement.”

The purpose of appreciative inquiry is not co-creativity – that comes next – it's simply to generate enough new knowledge and understanding to expand the field of knowledge about what's real right now.

It's a discovery process that gives credence to what people are experiencing, what might make a difference in their lives, how they think, what contributions they are most proud of, and what's “missing” in people's experience that would shift things to a new, higher level. In this, we start to gather what is in the realm of reality and how that differs from the realm of possibility.

Reflect back on the Eight Pillars of Trust earlier in this chapter. If appreciative inquiry is conducted according to the Pillars of Trust, all will be well in moving up the Trust Ladder. Appreciative inquiry is not an end in itself; optimally it should be the step-stone to the next stage.



Creative Inquiry

In the process of discovering what other people think, believe, cherish, and fear, you can then shift to the next level of creative inquiry. On the Trust Ladder, this brings people into the Creationship zone. At this level you want people to engage in thought provoking questions that cause them to shift their thinking from an older, more entrenched paradigm to something more elevated – “a bold new future of what could be.”

Engaging in creative inquiry once trust has been established finds people more energized, more aligned, and more likely to find synergistic interaction more possible. In this way people become

***Creativity is More Important than
Knowledge***

***We Cannot Solve Today's Problems
with the Same Level of Thinking that***

more passionate, more animated, more free to co-create a new world that converts possibility into reality.

Most of us learn there are two ways to communicate – *speaking* and *listening*. In this section, we will learn there are actually three forms: *speaking*, *listening*, and *questioning*. The latter form is so different from the others that it is worthy of being its own unique designation.

Questioning triggers a very different set of responses in the brain, breaking the normal pattern recognition comes from a very different part of the brain. Questions pull people into the inquiry, stimulating the creative part of their brain, not the part that “already knows,” providing a standard historically sound answer.

Creative inquiry commences with the process of forming questions. This triggers joint exploration of possibilities, releasing deep creative energies from within, resulting in more and more mutual innovation. As a Cornell University study observed:

- It starts with a pervasive attitude of constant improvement.
- People may be happy, but nobody is satisfied with how things are.
- Nothing is ever truly finished--only in stages, because in the process of building and using what we create, we already see ways to make it better.
- The culture, from top down, has to support and encourage and embrace constant questioning, exploration and experimentation.

Some people are better at idea generation than others who might be better at making the details work. When these people, coming from very different perspectives/skills interact, there is a chance they will pull in different directions, falling back down the Trust Ladder as they argue and try to enforce their ideas, making the other side wrong. It the leaders job to keep things “above the belt,” let everyone be heard, do not let anyone dominate, and move the process down the field of play. The objective is co-creation, which is a collaborative process, not competition to see who can come up with the best idea. Building on other’s ideas is just as valuable as coming up with the idea yourself, because building generates spontaneous sparking of other



ideas. And little ideas are just as important as big ideas because the little one may be the stimulus for catalyzing the next big one.

Beware of people who are cynical – they will not contribute anything but negativity, and pull people down the Ladder of Trust. But be careful to distinguish between cynics whose negativity is a personality disorder, and healthy skeptics, who really want the new idea to succeed, but ask difficult questions to be sure the details and contingencies are taken care of.

Some of the types of questions you might ask are:

Creative Possibility

What's the possibility of?

Is there an analogy that.....?

Interrogatory

Who? What? Where? When? Why? How?

Opening

Could you tell me more?

What do you think about...?

What did you experience?

Action

Will you do?

What did you expect?

Can you get?

Analogy

What's this like.....?

Has anyone done something similar....?

Outside Advice

How would Einstein, Edison, or Leonard da Vinci look at this...?

How do you Know you can Trust Someone?

Over many years of experience in business, government, and education, we've learned a number of signals emitted by those who are not trustworthy. We'll share them with you.

Signs of the Untrustworthy

If someone says "It's not personal, just business," be prepared to make a gracious exit rapidly, for this person is serving notice that you will be taken advantage of at every opportunity, unless you carry a bigger stick wielded by a more aggressive attorney.

If you can't ever seem to get good, clear information about someone, beware. Or if a story is too good to be true, it probably is.

Beware of those who continually "keep score" to a fault. They are always looking for an exact quid pro quo arrangement, or "a favor for a favor," "give and take," "tit for tat", and "you scratch



my back, and I'll scratch yours". While there is nothing inherently dangerous in this thinking, the give-and-take partner is more than likely to be highly transactional, and not interested in a long-term, mutually fruitful, trustful relationship. The opposite is also true: Beware of those who never keep score, always taking advantage without reciprocity.

Ask the question: "What has made you a success?" Responses focusing on "me, me, and more me" are danger signs. If the answer is: "I'm a pusher," "I work hard," "I am tough with my people," "I can squeeze a buck," "I watch the bottom line," or something in that vein, then more likely than not, there will not be enough "chemistry" to make the relationship successful. The trustworthy person will be humble, give credit to others, and even tell you of the failures and hurdles they experienced. Most will even deny that they are successful. If they are committed to a mission larger than themselves, all the better.

Discover who their favorite movies or personal heroes are and why. This will give you insight into someone's role models. For example, one of Apple Computer's primary suppliers is led by an individual who considers his primary role model to be Genghis Khan, and conducts his affairs accordingly⁴⁰-- certainly not an inspiration for conducting a trusting business relationship.

Sharing of risk, otherwise known as "skin in the game" is another criteria for assessing mutual guardianship in a trusting relationship. Is the other party willing to take a risk, and under what conditions?

Response under stress is a great indicator of a person's inner self – the real self. When stressed, do they blame others, or form teams? Do they act fairly, helping others, co-creating with their team, keeping their family or community together? Or is it "Every man and woman is forced protect their self interest?" Or be sure you have a good lawyer to protect you.

Akin to the stress factor is the way a person handles uncertainty and ambiguity. Do they get bossy and become control freaks, or do they pull their trusted team together to handle the problem?

Learn the other person's "rules of business." Everyone has them, sometimes articulated, sometimes sub-rosa. The untrustworthy will advocate something akin to the Possessor's Golden Rule in relationship: "He who has the Gold: Rules."

Observe the way people with these traits treat others when they are not in the limelight: the waitress at dinner, the janitor cleaning the office, or the cab driver. Are they fair and personable to all, or only to those who command it?

Be observant of what people do regularly, which will be indicative of what they believe. Beware of the people who:

- Are constantly blaming others, highly critical of others, or worse, cynical
- Make aggression as way of life, use fear and intimidation frequently
- Become very defensive when challenged; seldom answer questions directly
- Must always be in control of others, creating crises that only they can solve
- Make every discussion a debate or argument that forces people into win-lose situations

⁴⁰ Wall Street Journal, August 11, 2007 The Forbidden City of Terry Gou, His complex in China turns out iPhones, iPads, iPods and Macs and PCs, powering the biggest exporter you've never heard of



- Have an overblown sense of self-importance, but never take responsibility for failures
- Don't give you straight answers, or give you answers that can't easily be verified.
- Don't have an ounce of humility, always taking the credit for themselves, never giving it to others.
- Tell half truths, intended to make you believe something that's really not very true.

Is Someone Lying?

Knowing whether someone is telling the truth is not an easy task because good liars are often very skilled at their ignoble craft. Lying is all too common in our world. A study from DePaul University found that 92% of individuals admitted lying to a romantic partner or could recall times when they were not completely honest.⁴¹

There are four signs of truthful behavior we all look for:

1. *Sincerity*: genuineness, honesty, naturalness, earnestness. People who are sincere can be counted on to follow up their words with actions.
2. *Eye Contact*: Deceivers have shallow smiles, and make unnatural eye contact that lasts too long.
3. *Verbal & Non-Verbal Consistency*: Their words and their body communicate the same thing. Deceivers are inconsistent, nervous when they should be calm.
4. *Straightforward Answers*: Honest people give straight answers, deceivers' answers are convoluted or evasive or give too much information, most of which is irrelevant.

Many years of police investigation reveals a number of signals liars send. Here are a few techniques to help you spot the liar:⁴²

- Is the answer to a question clear and direct, or is it unfathomable or does it divert the issue to something else?
- Does a person shuffle or act nervously when asked a personal or uncomfortable question?
- Is the person purposefully omitting information (not good) or knowingly giving you erroneous information (very bad)?
- Does the person seem to over-play their role in an event or result?
- Is the person trying to cover up something they don't want you to know? Are they always changing the subject or diverting the answer?
- Does the person feel threatened and is innocently protecting himself?
- Are you really listening to the answers, or are you filtering all the answers through a preconceived framework? (If you perceive the other person as either a liar or a truth teller, you will preconceive their responses.)
- Is the story short on details, or do the details just not fit, or do the details change

⁴¹ Crum, Dan; *Is He Lying to You?* Career Press; 2010; p 13

⁴² We are not talking about lies or evasions that are designed to spare one's feelings or to avoid embarrassing them. For example I wouldn't tell my wife she looked awful, even if it were true. Instead, I might ask her if she felt alright. Also, in situations of low trust, it's quite common for people to withhold information for fear it will be used against them.



between stories?

- Is the person taking direct effort to help you understand the truth, or are they trying to manage your perceptions to make you believe something that's not true?
- Is the person so filled with excuses that they clearly can't be responsible for telling the truth?
- Does the individual stall for time to think through their answer for fear they might tell the wrong thing?
- Does the person flip the question back on you to avoid the answer?
- Do they embellish their story with irrelevant details because the real details are uncomfortable?
- Does the individual qualify what they say with things like "to be perfectly honest," "to tell the truth?" It's probably not so.

Don't think you can tell a truth-teller if they look you in the eye. A professional con artist can do this exquisitely. Also, in some cultures like Japan, looking someone in the eye before they become friends is considered an intrusion into one's soul.

The adage: 'trust but verify' is always good advice if in doubt. Is there independent evidence to back up the facts?

How to Recover when Trust is Destroyed

All of us will, at some time or another, be part of a situation when we do or say (or not do or not say) something that damages or destroys trust. No one is perfect, and trust is so multi-dimensional that it's inevitable we cross the line at some time.

Trust is destroyed when you act "below the belt" on the Ladder of Trust. Remember, when you damage trust, the first thing to do is start at the bottom of the ladder, which means rebuilding the relationship, and the skills to use are committed listening and appreciative inquiry.

Trust is destroyed far faster than it takes to build it. Years of work in building trust can be decimated in a matter of moments. If you or someone else transgresses the boundaries of trust, it's essential to act quickly; most often time is not on your side, waiting only makes things worse (unless you need to wait to let hot heads cool down a bit.) Try using the "Triple A" approach:

- **Acknowledge**
Fess up, let the other person know you are aware of the transgression and that you are accountable for what happened, and that you have made a mistake
- **Apologize**
Say you are sorry, ask for forgiveness, explain that you understand what you did hurt the other person, and that what you did was perhaps foolish, or negligent, or uncaring
- **Act**
Make a commitment to show that your words are backed by something tangible, visual, or real that display in a concrete way you are serious and genuine about rebuilding trust

Do not blame the other person, make them guilty, make excuses, or find fault. If they were partly to blame, it's their job to do their share to make amends.



How to Avoid a Destructive Argument

Most arguments don't start off that way. They usually start small – as an innocent debate -- then escalate into an ego battle where one party's drive to *Acquire* crescendos into domination triggering the other's drive to *Defend* into dinosauric devastation culminating in a battle royale.

The ensuing conflict becomes a tongue-lashing exhibition of the loudest mouth parrying the thrusts of the quickest mind. Conflict is now a gladiatorial win-lose contest, a winner-take-all game of wits as we instantly create manipulations to aggravate the other party into yielding to our superior brainpower. Winning is not the best thing; it's the *only* thing.

Win-lose has defaulted to lose-lose, and now both losers want to get even, both want revenge, and no one feels any better as they get trapped in the tornado of distrust that rapidly swirls down the toilet. What a game?! We've all played it, and never really have we felt any satisfaction.

The wise person, projecting the arguing down the road a few minutes, knows this will only end up as a 'lose-lose' game, with no winners, just the walking wounded. Can this Titanic course be altered? How?

In ~~Volume Two~~ we explored *Dynamic Differential Energy* which gives us an important insight by looking at the situation as *energy flow*. There are basic three options at play here: The energy can be:

- a. Oppositional, at conflict each nullifying the other
- b. Deflected, so as not to clash
- c. Aligned, to shifted and used creatively to multiply

When you see the disagreement as *differential energy* -- as a "disagreement"-- then the possibility exist to turn the polarities "from heat into light"-- both "enlightened" discourse and more "light-hearted" interplay.

In doing so, one must first respectfully *accept* the difference, then honorably *embrace* the difference, then, shifting to a higher level, *cherish* the difference.

In the ancient Japanese martial art of Aikido, a purely defensive practice, the master positions himself to direct the flow of energy instead of resisting it or being pushed around by it, flexibly "dancing" with the opponent's energy:

"Letting go of the ego's need to fight back and be right.

Resolving conflict is rarely about who is right.

It is about acknowledgment and appreciation of differences.

Not becoming a victim of every conflict or getting trapped into a patterned negative reaction.

Instead of reacting out of fear, contracting and tightly closing down your energy, you respond with power and clarity of purpose ...opening yourself up"⁴³

**The French are
fond of exclaiming:
*Vive la Difference!***

It means:

***Celebrate Differences,
There is Life in Differences,
Be Enlivened by
Differences***

It's a wonderful expression

⁴³ Crum, Thomas; *Magic of Conflict*, Touchstone, 1987, pp 41-49, 61, 101, 112



It's shifting from a limiting, rigid belief that "I already know the right answer and you are wrong," to a process of "discovery and learning where we can reexamine the situation in new light." The Greeks practiced this adroitly to explore new avenues of thought and innovation (using a process called "metanoia"⁴⁴)

You must be able to answer these questions:

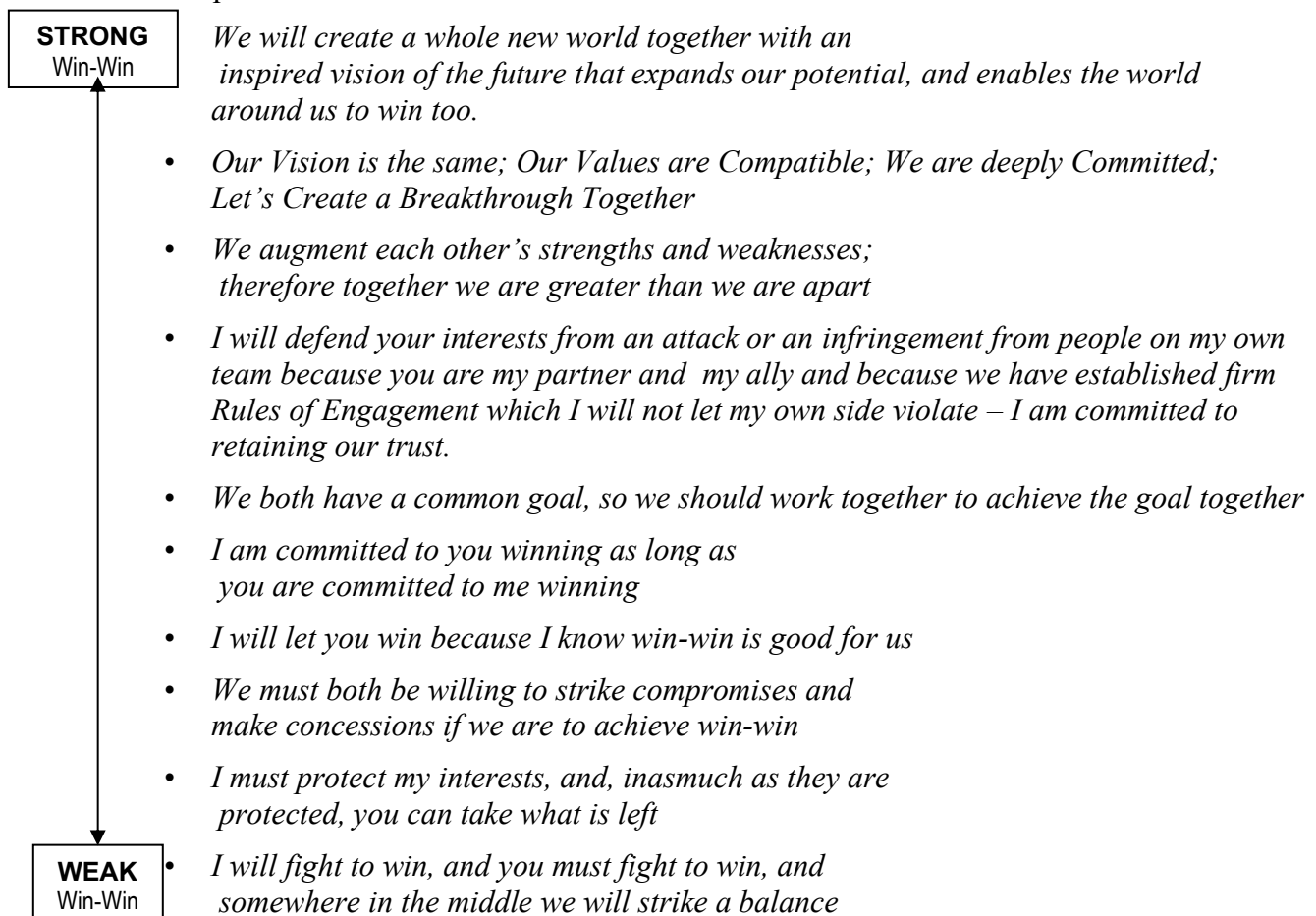
- Is it worth a knock-down, drag-out argument?
- Are you willing to understand their point of view?
- Are you committed to listening and deep inquiry?

Anger is the emotion to which words should not attach

Commitment to Win-Win

Climbing the Trust Ladder requires, at every step, there is a commitment to mutual benefit; and the best way to exemplify it is to create win-win situations that produce win-win results.

Win-Win is the oft-trumpeted rallying call for teams and alliances. But win-win can mean very different things to different people. Consider the striking difference between these statements, all of which represent win-win:



⁴⁴ See Volume Five for more details



For synergistic trust to manifest, the relationship must be championed by people willing to make strong commitments to a powerful win-win.

The “Metallic” Rules of Trust

Trust is the hallmark of the personal relationships between the people who constitute any group, family, or the team. Without this trust, no legal agreement, no strategy, no structure, and no process can achieve its objectives. These personal trusting relationships distinguish great team leaders from their transactional cousins who bring the ***Fool’s Golden Rule*** into the relationship:

“He who has the Gold: Rules.”

The most trusting relationships tend to use three “metallic” rules of engagement:

Golden Rule:

Do unto others as you would have them do unto you.

Silver Rule:

At least do for yourself what you would do for others.

Iron Rule:

Don’t do for others what they can do for themselves

***Trust is the glue that
binds personal relationships
and the grease that prevents frictional differences
from becoming fractious.***

The DEVIL, EVIL & TEMPTATION

Up to this point, we have taken a journey extolling the marvelous virtues of trust and some of the methods to build it. Fortunately, most people (probably in the vicinity of 95%) on the planet have the capacity to engage with you in a trusting manner.

However, that doesn’t mean that everyone is trustworthy. Certainly not, and it’s important to understand who can be trusted, who you must watch like a hawk, and who you should protect yourself from with extreme diligence.

This chapter addresses the harsh realities of distrust in your world, and what actions you should take.



Was Machiavelli Right?

At the end of the Middle Ages, as the Renaissance was dawning in Italy, a masterful advisor to the royalty of the day named Niccolo Machiavelli wrote a book called *The Prince*⁴⁵ in which he provides extensive advice about how to survive in a world filled with connivers and deceivers.

Machiavelli is considered by many authorities as one of the most influential writers of the modern era. I'm going to quote Machiavelli here, and let you assess whether his advice is worth taking:

"A leader must not mind incurring the charge of being cruel if it is for the purpose of keeping his subjects united and faithful."

"It is much better to be feared than loved,"

"Man is semi-animal, semi-beast. The leader is thus obliged to know how to act as a beast, and must imitate the fox and the lion, for the fox can recognize traps, and the lion can intimidate. If all men were good, this would be poor advice; but as for those who are bad and will not be loyal to you, you are not bound to be loyal to them."

"A leader must take great care to say only the words of mercy, faith, humanity, and morality, for men in general judge more by what they hear and see, than by what they experience. Everybody sees what you appear to be, few know who you really are. And the few who know who you really are will seldom dare to oppose you in light of the many who support you."

"In the actions of leaders, the end justifies the means."

Machiavelli has been the guiding light for many so-called *realists* who will sacrifice their principles for the sake of expediency. But do people who gamble their values become great leaders? We shall see in this chapter how tenuous this thinking is.

Vince Lombardi, the renowned football coach said:

"Leadership is based on the spiritual power to inspire others to follow."

This spiritual quality may be used for good or evil."

When devoted toward personal ends, it is partly or wholly evil."

Leadership which is evil, while it may temporarily succeed, always carries within itself the seeds of its own destruction."

⁴⁵ *The Prince*, written in 1513, is the book most people attribute to Machiavelli. It paints a very sinister view of leadership in a world filled with manipulation, deceit, and lies. However, Machiavelli obviously had second thoughts about the book, and, several years later finished his more expansive treatise *The Discourses*, which takes a far more lucid look at the realities of leadership, and corrects many of the mistakes in *The Prince*. Unfortunately, amateurs with little regard for historic accuracy, "cherry pick" the poisonous advice out of *The Prince* and peddle it as having some masterful insight into the nature of all humans. In reality, *The Prince's* great value is providing somewhat valuable advice in dealing with evil characters. See Volume Five for more on the Great Machiavelli Hoax.



The Dark Triad

The term “Dark Triad” sounds like the title of a horror movie, and, in many ways it is. Many of the horrors of the world have been perpetrated by the people who qualify for their ranks.

The Dark Triad⁴⁶ consists of three character types that may legitimately be considered “evil”: Psychopaths,⁴⁷ Machiavellians, and Narcissists. They do not typically engage in outright conspiracies, but are more likely to participate in informal collusions.

Here’s what all members of the Dark Triad have in common:

Lack of Conscience

A person without a conscience is incapable of feeling empathy, sympathy, or remorse.

For Psychopaths, the genetic makeup of their brains physically lacks the capacity for a conscience⁴⁸, while Machiavellians and Narcissists have the *capacity* for a conscience, but *purposefully discount it* as having no value or it gets in the way of getting what they want.

All humans on this planet, with the exception of the Dark Triad, regularly use their conscience to navigate relationships. Actually, all mammals demonstrate some small level of a conscience within their species, and dogs, especially, have a conscience toward their human masters, provided their master is kind and loving.

We often refer to people without a conscience as “reptiles” because reptiles also lack the part of their brain that contains the neurotransmitters associated with the emotions of love, trust, sympathy, compassion, and empathy.

Power of Conscience in the Evolution of Man

Many people are of the false belief that Charles Darwin, the famous evolutionary biologist of the Victorian Era believed in survival of the fittest. This is clearly not what he intended.

Darwin was quite articulate about the importance of conscience and clearly thought that having a conscience was one of the most important factors in the successful evolution of humans over the last five thousand years. To set the record straight, let’s examine what Darwin really said that disproves Machiavelli:⁴⁹

Of all the differences between man and the lower animals, the Moral Sense of Conscience is by far the most important. It has rightful supremacy over every other principle of human action....

⁴⁶ Lest you think that the Dark Triad is just a nightmare concocted by science fiction writers, it’s important to know that it is a bona fide field of academic study in many universities, and renowned scholars engage in the study of their abnormal behavior.

⁴⁷ Sociopaths and Psychopaths are fundamentally the same. We are using the term interchangeably here. Some psychologist have tried to make a distinction between the two, but the differences are purely academic.

⁴⁸ Research has shown that the capacity to have a conscience originates in the amygdala, that part of the brain that is part of our mammalian origin. The amygdala produces the neuro-transmitter oxytocin (see Chapter Two: How the Brain’s Chemistry Produces Trust)

⁴⁹ See Volume Five for more details on what Darwin really said, and the great hoax that has twisted his insightful and spiritual messages



Any animal whatever, endowed with well-marked social instincts,...would inevitably acquire a moral sense or conscience, as soon as its intellectual powers had become as well, or as nearly well developed, as in man:

Firstly, the social instincts lead an animal to take pleasure in the society of its fellows, to feel a certain amount of sympathy with them, and to perform various services for them.

Secondly, from man's appreciation of the approbation and disappointment of his fellows.

Thirdly, from the high activity of his mental faculties, with past impressions extremely vivid.

[A conscience] is the most noble of all the attributes of man, leading him without a moment's hesitation to risk his life for that of a fellow creature; or ... to sacrifice it for some great cause.

The Oxbow Incident

In 1943, Henry Fonda starred in a classic film about an innocent man hung by a posse who lusted for revenge. In the movie, there is an archetypal scene where, after the man swings, Fonda reads a letter written by the dead victim to his wife:

A man just naturally can't take the law into his own hands and hang people without hurtin' everybody in the world, 'cause then he's just not breaking one law but all laws.

Law is a lot more than words you put in a book, or judges or lawyers or sheriffs you hire to carry it out.

It's everything people ever have found out about justice and what's right and wrong.

It's the very conscience of humanity.

There can't be any such thing as civilization unless people have a conscience, because if people touch God anywhere, where is it except through their conscience?

And what is anybody's conscience except a little piece of the conscience of all men that ever lived?

Immanuel Kant exclaims "Holding up thy naked law in the soul, and so extorting for thyself always reverent, if not always obedient" ⁵⁰

Conscience looks backwards, and serves as a guide for the future. ⁵¹

The moral faculties [in humans] are generally and justly esteemed as of higher value than the intellectual powers. ⁵²

Darwin went on to set forth the premise that it was man's conscience that gave humans the capacity to collaborate and use their imaginations to create, thus enabling the great civilizations that have emerged on this planet.

⁵⁰ Ibid, p 471 & p 913

⁵¹ Ibid, p 484

⁵² Ibid, p 913



*Without the higher powers of the imagination and reason,
no eminent success can be gained.*⁵³

Darwin was also explicit about people who are incapable of feeling remorse (who we now call Psychopaths -- a modern term):

*Remorse is an overwhelming sense of repentancebearing the same relationship as
rage does to anger, or agony to pain.*

*The nature and strength of feelings which we call regret, shame, repentance, or
remorse, depend not only on the strength of the violated instinct, but partly on the
strength of the temptation, and often still more on the judgment of our fellows.*⁵⁴
*[A person without sympathy and remorse] is essentially a bad man.*⁵⁵

*A man who possesses no trace of sympathy and social instincts [is] an unnatural
monster.*⁵⁶

Darwin was also quite direct about the value of cooperation:

*Selfish and contentious people will not cohere, and without coherence nothing can be
effected.*⁵⁷

*A tribe possessing a high degree of the spirit of patriotism, fidelity, obedience, courage, and
sympathy, were always ready to aid one another, and to sacrifice themselves for the
common good, would be victorious over other tribes; and this would be natural selection.
Morality is one important element in their success.*⁵⁸

*The wonderful progress of the United States, as well as the character of the people, are the
results of natural selection; for the more energetic, restless, and courageous men from
all parts of Europe have emigrated during the last ten or twelve generations to that
great country, and have succeeded best.*

*A nation which produced ... the greatest number of highly intellectual, energetic, brave,
patriotic, and benevolent men, would generally prevail over less favoured nations.*⁵⁹

You are encouraged to make your own decisions about the value of a conscience. When some pseudo-authorities proclaim that having a conscience is for sissies and fools, they set the stage for a world that has no trust; a world that doesn't and can't work; a world that must be rejected for it sets forth the course for its own doom and damnation.

What do Members of the Dark Triad Look Like?

First, don't expect that members of the Dark Triad to look evil like serial killer Charles Manson; the majority of psychopaths look like the guy or gal next door. (Sociologists estimate that about 2% of males are psychopathic and 1% of females).

⁵³ Ibid, p 874

⁵⁴ Ibid p 485

⁵⁵ Ibid p 486

⁵⁶ Ibid p 483

⁵⁷ Ibid, p 498

⁵⁸ Ibid, p 500

⁵⁹ Ibid, p 508



Second, there are very different types in each of the categories, so don't imagine that all of them will resemble or Hannibal Lecter in *Silence of the Lambs*. But they are all extremely dangerous to the health of any organization or institution. [Note: all of us have a "dark side" as explained in Vol. One, Ch 5. This is not to be confused with the "dark triad," which is evil personality]

- Psychopaths

Here are some of the different types of psychopaths:

Primary Psychopaths are not responsive to punishment, apprehension, stress, or disapproval. While they are basically anti-social, they can fake relationships if it suits their needs. They have no life plan, but do take advantage of anything that will give them power or money. They cannot experience any of the emotions associated with love and caring.

Secondary Psychopaths are typically daring and adventurous, being prone to take risks, which apparently give them a high. They are likely reactive to stress, and thus will worry but are unable to resist temptation. As their anxiety increases toward some forbidden object, so does their attraction to it. They are unconventional people who play by their own rules early in life; later in life they will either break the law or enjoy pleasure in skirting the edges of the law.

Both primary and secondary psychopaths can be subdivided:

- *Distempered Psychopaths* will easily fly into a rage or frenzy. They are also usually men with incredibly strong sex drives, capable of astonishing feats of sexual energy, and seemingly obsessed by sexual urges during a large part of their waking lives. Powerful cravings also seem to characterize them, as in drug addiction, kleptomania, pedophilia, any illicit or illegal indulgence. They like the endorphin "high" or "rush" off of excitement, risk-taking, and drugs. In positions of power, they tend to be bullies.
- *Charismatic Psychopaths* are charming, attractive, manipulative irresistible liars. Highly intelligent and very adroit in the moment, they are usually fast-talkers, and possess an almost demonic ability to persuade others out of everything they own, even their lives. They are usually gifted at some talent or another, and they use it to their advantage in manipulating others.. Leaders of religious sects or cults, for example, might be psychopaths if they lead their followers to their deaths. They often come to believe in their own fictions – illusion is reality.

- Machiavellians

Machiavellians, unlike psychopaths, actually do possess a conscience. However, they have made a choice that a conscience is like one's appendix – it serves no useful purpose and losing it would mean no harm. The Machiavellian's primary interest is in bettering themselves, even if it is at the expense of others, after all, others are poised and ready to do the same thing to him.

The ends always justifies the means, so anything maneuver is valid as long as the Machiavellian can get away with it to meet their objective, which is almost always more money, more power, more prestige, or more control. And if the rules say you can't get away with it, just work in the grey area of the rules, or find the loop holes, or, if



necessary, change the laws and give a lot of good reasons why the old law stinks. If you get caught breaking the rules, just ask for the benevolent forgiveness of others.

Lies are seldom outright deceptions; usually they're attached to a number of facts which can be validated. Machiavellians rely on you believing the whole story because part of the story is true.

Being ethical has its place in their world; ethics is usually for other people, not themselves. They are survivors. They can be utterly ruthless, if that's what it takes to win. Life is a chess game; their range of acceptable tactics is far broader than even the most adroit tacticians; they have a move, a counter-move, and three options for a counter-counter move. They morph like chameleons, and thus look like they have multiple personality disorder (they don't). At one moment they are friendly and full of flattery, the next they can be confrontational, antagonistic, and downright mean, then flip back if it serves their interests.

Machiavellians may be high risk takers, but for them risk is calculated; high risk must be attached to a very high reward. They are generally quite competent and have mastered their profession.

- Narcissists

Narcissists are "legends in their own mind," fully in love with themselves and will create any deceit, illusion, or twist of the facts to make them fit their glorious image they have of themselves. Because they believe they are the best, perfect, and gifted, they can do no wrong and the rest of the world should admire them and give them what they deserve. They tend to preach their doctrine, but take criticism poorly. This means they have compassion, but only for themselves, no others. Anyone who disagrees with them is wrong, stupid, and without merit or value.

More often than not, narcissists are extroverts, always ready to display their highly inflated image to the world. They are glory hounds, willing to put themselves in highly challenging, but visible situations just to show themselves off, but not to achieve a worthy standard of excellence. Because their actions are selfishly motivated, they don't care if other are damaged or disadvantaged from what they do, as long as it looks good for them, such as laying off workers as long as the shareholders admire them.

We have deep reason to be concerned about Narcissism because there is a large body of recent evidence that it's on the rise.

A University of Michigan study found that college students today are not nearly as empathetic as college students were in the 1980s and '90s. Researchers analyzed data on empathy collected from almost 14,000 college students over the last 30 years. According to Sara Konrath, at the U-M Institute for Social Research:⁶⁰

"Many people see the current group of college students — sometimes called 'Generation Me' — as one of the most self-centered, narcissistic, confident and individualistic in recent history."

⁶⁰ Konrath conducted the meta-analysis, combining the results of 72 different studies of American college students conducted between 1979 and 2009, with U-M graduate student Edward O'Brien and undergraduate student Courtney Hsing.



“College kids today are about 40 percent lower in empathy than their counterparts of 20 or 30 years ago, as measured by standard tests of this personality trait.”

When college students of the late 1970s were compared with college students today, they are less likely to agree with statements such as “I sometimes try to understand my friends better by imagining how things look from their perspective” and “I often have tender, concerned feelings for people less fortunate than me.”

In a related but separate analysis, Konrath found that nationally representative samples of Americans see changes in other people’s kindness and helpfulness over a similar time period. Her colleague, Edward O’Brien stated:

“It’s not surprising that this growing emphasis on the self is accompanied by a corresponding devaluation of others.”

What the Dark Triad has In Common

What they all have in common:

- They are selfish, but always have a good rationale for their selfishness. It’s always “me first” (although they might disguise this motive); always getting the biggest piece of the pie.
- They do not have a good history of relationships, they tend to be loners, but can hide their lack of friendships with superficial glad-handing.
- They do not trust others, because they cannot conceive of trust.
- They will use people for their own ends, as pawns in their game, casting you aside if you no longer fit their game.
- They will always think “what’s in it for me,” so any act of benevolence carries a hidden payback.
- They usually respond to a personal tragedy in someone else’s life with something akin to “they must have deserved it.”
- They will often prey upon your fears and worries to get you to do something they advocate that will make you feel safer or more secure.
- They lack soulful purpose and will lie, cheat, and manipulate to gain their selfish objectives.
- They actually feel happy when others are sad or disadvantaged.

Outthinking a member of the Dark Triad is very difficult because they think very differently, and unless you are trained in outmaneuvering one, you are likely to be caught in their trap.⁶¹

⁶¹ For a good read on a real, present day Machiavellian, read *The Prince of Providence, America’s Most Notorious Mayor* by Mike Stanton. It’s about the Mayor of Providence, RI. I discovered he defrauded the Federal government of a large amount of money, and almost got framed when I threatened to report it. I could never out think him. He was brilliant, foxy, and filled with moves I would never even think of.



The biggest problem with the Dark Triad is where their journey takes them in search of money and power and prestige: to the top of organizations, in churches, community organizations, corporations, banks, and government. (Please, don't think everyone at the top of all organizations is a member of the Dark Triad.)

Is the Dark Triad Evil?

If you asked a member of the Dark Triad “Are you evil?” they would look at you like you were from outer space, wondering how you could ask such a specious question.⁶² They would say:

“Of course not, are you crazing? Only a person who was naively idealistic would ask such a foolish question. I live in the real world, which is a harsh world, where “survival of the fittest” reigns supreme. Adam Smith, the father of modern capitalism taught us we must all work in our self-interest. I work for my self-interest, and I would expect you to operate in yours! That's not evil, that's just smart, that's just common sense.”

While this answer sounds plausible, it is simply an intellectual distortion of the truth to suit the needs of a predator.⁶³ You must always be alert for people who claim some intellectual high ground to create a smokescreen for their lack of conscience.

Science is now revealing what history and everyday common sense has long suspected—that some people actually do not have an innate conscience in their brain.⁶⁴ For this reason we certainly cannot advocate blind trust in all others. There are a few truly dangerous psychopaths in our midst.

How prevalent is the Dark Triad?

The question of who to trust is as old as the human race. It's been on our minds since ancient times: the subject of the writings of the Greeks and Romans, and addressed in the Old and New Testaments. What can we add to that might shed light on this age-old issue?

Using the 4-Drive Model of Human Behavior (Chapter Two) it becomes clear that members of the Dark Triad effectively lack the drive to *Bond*. Thus:

The Ultimate Caution—Watch Out for 3-Drive Humans

While building a system of trust is a noble endeavour, it cannot be conducted with naivete. Efforts can backfire without a healthy dose of reality to circumvent the Dark Triad.

While we are convinced the vast majority of people are capable of being trustworthy, a very small percentage of people (perhaps 1 ½ percent of the population⁶⁵) are psychopaths actually

⁶² Evil comes naturally to the Dark Triad, like flight to a bird or pollen seeking to a bee. Seldom is repentance natural to an evil person – their actions were not evil to them from their perspective. The truly repentant, like Charles Colson, are not evil; just misguided. Neither does the Machiavellian think he is evil --in his own mind! He would simply say that Goodness is too risky. Even breaking the law is not evil, it's just the inability to get away with it. Neither would the Psychopath think of himself as evil; they simply cannot experience love, trust, sympathy, caring, or real joy, just as a fish cannot experience a walk in a rose garden. The whole idea of evil is countenanced only by those who aren't

⁶³ See The Great Hoaxes in Volume Five to understand how predators use intellectual justification of the truth to suit their own self-interest.

⁶⁴ The key book on this is entitled *Without Conscience: The Disturbing World of the Psychopaths Among Us*, written by Robert Hare after 25 years of studying psychopaths. His book *Snakes in Suits* reveals how psychopaths behave in the executive suite.

⁶⁵ Babiak & Hare, *Snakes in Suits*, Harper Collins (2007). Note: These 3-Drive humans are often referred to as psychopaths or sociopaths, *after* they have broken the law. Those that skirt the edges of the law will work in the



genetically deficient, lacking the “bonding gene.” Add to this figure the Narcissistic and Machiavellian members of the Dark Triad, and we can reasonably guess a total of about 5 percent.

For this small five percent segment, their remaining three drives (*Acquire, Create, Defend*) shift into overdrive. They are skilled at worming their way into positions of power, are highly intelligent, extremely manipulative, often charming, and will torpedo anyone that gets in their way. Because they lack empathy, shame, or remorse, other people are just tools for them to accumulate more power and wealth. Their lack of moral conscience can be masked with potent but hollow ideologies such as “the purpose of business is solely to make money.”

To begin to understand just how prevalent psychopaths are in corporations, Babiak, Hare, and Newmann conducted a landmark study of over 200 U.S. Corporate Leaders and found that 4-6% of the executive suite was occupied by psychopaths – four to five times the rate expected in the normal population. This strongly suggests our corporations are becoming a magnet for psychopathic behavior. Figure 9 displays the results of the study.

What is very disturbing, but perhaps not surprising, is that the number of corporate executives who scored equal to or higher than a typical prisoner in jail was ten percent, and that fully twenty percent of the executive suite was in the risky zone or higher.⁶⁶

narrow area that is legal but unethical or insensitive. While their percentage in the population is extremely low, their impact on society is massively disproportionate to their numbers.

⁶⁶ About the PCL-R (Psychopathy Check List – Revised)
The PCL-R is 20-item clinical construct rating scale that using

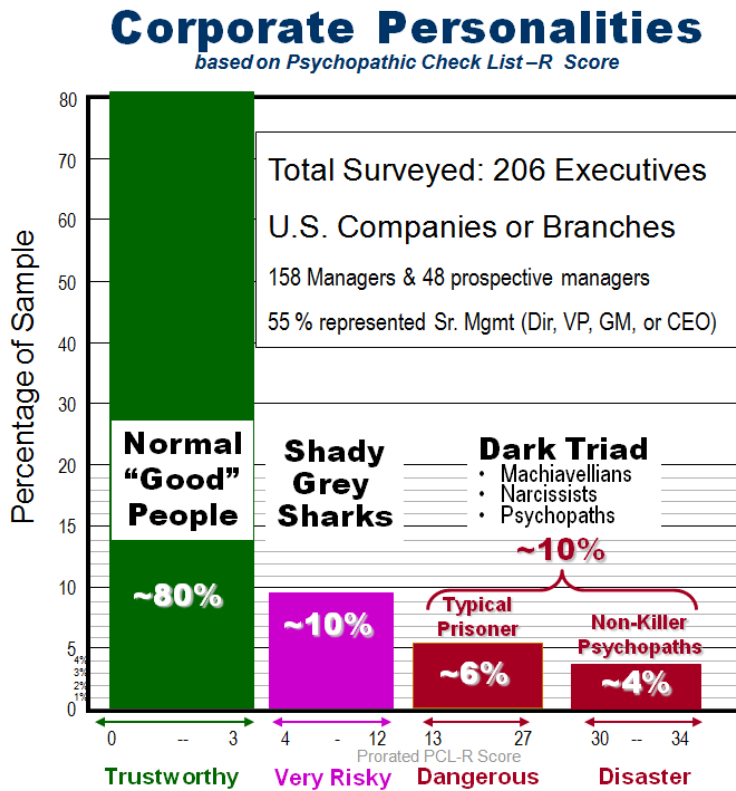
- semi-structured interview,
- case-history information
- specific scoring criteria to rate each item on a three-point scale (0, 1, 2) according to the extent to which it applies to a given person

Total scores can range from 0 to 40 and reflect the degree to which the person matches the prototypical psychopathic person,

Analyses of very large data sets support a model in which psychopathy is underpinned by four correlated factors or dimensions:

1. **Interpersonal:**
 - Glibness/superficial charm, Grandiose sense of self-worth, Pathological lying, Conning/ manipulative)
2. **Affective** (Emotional)
 - Lack of remorse or guilt, Shallow affect, Callous/lack of empathy, Failure to accept responsibility for actions
3. **Lifestyle**
 - Need for stimulation/ proneness to boredom, Parasitic lifestyle, Lack of realistic long-term goals, Impulsivity, Irresponsibility
4. **Antisocial**
 - Poor behavioral controls, Early behavior problems, Juvenile delinquency, Revocation of conditional release, Criminal versatility





Source: Babiak, Hare, & Neumann, 2010

Author's Note: the terms "Shady Grey Sharks" and "Dark Triad" were not reported in the study.

These terms I have applied to assist in interpreting the data.

Figure 9: Prevalence of Sr. Level Corporate Psychopathy



Why such a high number of the Dark Triad in the top ranks?

First, their objective is Money, Power, and Prestige. It's natural for them to gravitate to the top of organizations.⁶⁷ Second, they are usually very good communicators, exuding superficial charm but with no real consideration for honesty, integrity, or human compassion. They are highly creative, excellent strategic thinkers, and tough when making difficult decisions. Still, these leaders were recognized negatively because they had poor management styles and were not considered team players – the signals of a low drive to *Bond*, like Al “Chainsaw” Dunlap, (See sidebar story⁶⁸) who manage like Genghis Khan. With their intelligence, they often lack the checks and balances of a *Bonding* drive, their *Acquire & Defend* drives are pushed to the limit, manifesting as domination and combative attack. Thus their modus operandi sees anyone opposed to them as the “enemy,” requiring constant secret operations below the belt. Their unchallenged belief in competition calls for them to do anything to win, always narrowly focusing on the best way to move in for the “kill,” highly untrustworthy.

Although the large preponderance of the population has the potential for engaging in strong trustful relationships, the Dark Triad, either because they were born without a conscience or with a betrayed, abused childhood, are incorrigibly rooted in distrust.

The Dark Triad is prevalent in governments as well, even democracies. The collapse of the economy in 2008 was caused by people like Alan Greenspan who naively overlooked the systematic unraveling of financial regulations by members of the Dark Triad.⁶⁹ If you find yourself in an organization with a person from the Dark Triad, it cannot be ignored or wished away. Action is called for. Our strategy is modeled after Dolphins.

⁶⁷ Often referred to as “snakes” – See Hare & Babiak, *Snakes in Suits – When Psychopaths go to Work*, Harper Collins, 2007

⁶⁸ CHAINSAW: *The Notorious Career of Al Dunlap in the Era of Profit at Any Price* By John Byrne New York: Harper Business, Review by Robert Weissman, Washington Monthly, Nov 1999

⁶⁹ See www.PBS.org: *The Warning* which documents the players & strategy



If the Al Dunlap of "CHAINSAW" were a fictional character, he would be dismissed as a figment of bad writing, a one-dimensional caricature: He capitalized on his notoriety for mass layoffs by writing a book called *Mean Business*. He seemed to revel in firing people. He was fond of telling visitors, "I just love predators. They must go out and hunt and kill to survive." An egomaniac, he screamed at and purposefully humiliated his employees, including top management. He had a personal life to match: He cut himself off from his family, abused his first wife, and was stunningly stingy in child support payments to a son from his first marriage.....

When Sunbeam tapped Dunlap to run the company, Wall Street responded with hosannas. Share price rose a record 60 percent the day after the announcement of his hiring and continued to skyrocket during the first months of his tenure.

Dunlap quickly beganhis slash-and-burn [strategy].... He soon announced plans to sell or close 18 of Sunbeam's 26 factories. Wall Street celebrated, and the company's share value continued to climb.

Profitable facilities were shut down and the costs incurred from production shifts could not be recouped in the foreseeable future. But Dunlap was determined to impress Wall Street with record jobs cuts, and he refused to listen to cautionary warnings. Sunbeam sellers had inflated sales by offering deep discounts. Product quality slipped.

As profitability plummeted and the company fell into the red, the Board of Directors turned on Dunlap and fired him. Soon it became clear that earlier evidence of increasing profitability had been the result of accounting tricks that auditors retrospectively disallowed.

What is most disturbing about the tale, perhaps, is how many accomplices Dunlap had as he wreaked havoc on a venerable company and the lives of thousands of employees. Executive after executive echoes the one who said, "I was a greedy son of a bitch along with everyone else" and willing to do whatever Dunlap demanded in exchange for the promise of a big payoff in stock options. The auditors were bullied into going along with questionable accounting measures. And Wall Street analysts, the Board of



Dolphin Defense Strategy

Once one of the Dark Triad has infiltrated your organization, beware. Surviving in a predator-infested jungle is not a sport for the faint at heart.

How must we deal with them effectively, without having to engage Machiavellian counter strategies?

Quietly observe the suspect's behavior and take detailed notes. Start discussions with colleagues who might well have noted the problem and compare observations. When well prepared, approach the most senior officer available with evidence and allies. The goal is to get the offender out of the organization. If illegalities are strongly suspected, of course, approach the appropriate officials of the law. If such efforts fail, our advice is to leave the organization. Do not allow yourself to be victimized.

Predators love to use the law as a tool of destruction, erosion, and depression. Out think him in ways he can't think, use alliances in ways he can't use collaboration, use his own words to undermine and boomerang upon him. Never show weakness, except as a feint, but learn his, for he has many.

Every corporate predator and dominator has a long history of flawed behavior; use his record of malice and victimization to sow the seeds of his own demise by gathering evidence. They have created many enemies who are often willing to bear witness or provide facts.

Find the source of his energy, and deplete it. Don't make him your "enemy" by surrounding him with your hatred, or you will become filled with the very poison you find so bitter. Show patience; the pathways of justice are often slow, winding, and indirect.

A Collaborative Defense Against Sharks

Clearly, a predator-infested organization is dangerous for the normal Four-Drive human that wants an environment of trust, camaraderie, and co-creation. What should one do? While the last resort may be to exit the organization, here a great lesson from the sea – how dolphins avoid being devoured by sharks – provides a worthy lesson. With a small mouth and far fewer and more diminutive teeth, dolphins should be instant victims of sharks.

Using a collaborative dolphin-like strategy, surround yourself with others who can catch him in a cross-fire. Authors of *Strategy of the Dolphin*,⁷⁰ Dudley Lynch and Paul Kordis suggest:

Dolphins are some of the most prized creatures of the deep.....they are very intelligent [and highly collaborative]their brains are somewhat larger on average than the typical human brain ... and the dolphin's associational cortex, the part of the brain specialized for abstract and conceptual thinking is larger than ours ... and has been ... for at least 30 million years.

Dolphin behavior around sharks is legendary ... using their intelligence and their wiles, they can be deadly to sharks. Bite them to death? Oh no. Dolphins circle and ram, circle and ram. Using their bulbous noses as amphibious bludgeons, they methodically crush the shark's rib cage until the murderous creature sinks helplessly to the bottom.

⁷⁰ Lynch, Dudley & Kordis, Paul, *Strategy of the Dolphin*, Morrow, 1988. "Strategy of the Dolphin" is the Registered Trademark of Brain Technologies. Used with permission



But rather than its skill at shark combat ... the dolphin symbolizes ... coping and choice-making in rapid change times because of the mammal's natural abilities to think constructively, [collaboratively,] and creatively.

With a twist of the mental and emotional kaleidoscope, the dolphin (the Human Variety) changes the nature, the rules, perhaps even the playing surface and the players themselves.⁷¹

For anyone who has one or more sharks or other predators in their organization, the order of the day is to respond. Typically our choices have been *fight*, *fright*, or *freeze*. Apocalyptic strategists would advocate a response of Biblical proportions. Machiavelli and game theorists would propose a fight of cunning and coercion.

Sheds light on the realities of the dark force of the snakes and sharks, taking the *Strategy of the Dolphin*[®] to the human level.⁷²

- ◆ Don't give up or give in easily until it makes a difference
- ◆ Don't be ideological, be willing to take the heat if the going gets tough
- ◆ Be careful about accepting the illusion of win-win trade-offs that are calculated to produce good feelings rather than outstanding results
- ◆ Be unyielding in principle unless the principle no longer makes sense
- ◆ Winning doesn't mean there must automatically be losers
- ◆ Tell the truth and thus avoid wasting time, energy, and resources on useless, unproductive drama [note: be prudent in how truth is used]
- ◆ Address threats and rapid change using cooperative strategies (teams, alliances, and networks. [Note: in the case of the most devious sharks, collaborations may have to fly under the radar in the early stages.]
- ◆ A vision of the way you want an organization to be is highly valuable; act on the "Big Picture," but be willing to focus on details
- ◆ Be quick to retaliate if situation calls for it, but be willing to forgive if the grudge is ultimately an insupportable barrier in a fluid universe

Trust is too precious to be sacrificed at the alter of the unscrupulous.

BUILDING A WORLD YOU CAN TRUST

Choosing Your Friends, Spouse, & Job

In Chapter Four, the linkage between character, trust, destiny and identity was put forth:
Character becomes Destiny, Trust becomes Identity.

In our lives the most influential people, after our parents, are our friends, the loved one we marry, and the people we work with.

⁷¹ Lynch & Kordis, Ibid, p 15-16

⁷² Lynch & Kordis, Strategy of the Dolphin, p 19-22, 46



ESSENTIAL INGREDIENTS BEYOND TRUST



- **Respect** – Cherish the differences of perspectives, beliefs, boundaries & privacy. Turn differences into creative Partnerships.
- **Ethical Acceptance** -- Flaws & all. Don't try to turn them into your vision of perfection, unless they ask. But avoid DARK Souls.
- **Communicate** – Open & honest about ideas, feelings, reactions, frustrations, hopes & dreams. Listen, ask questions, understand.
- **Mutual Support** – Commitment to each other in good & bad times.
- **Shared Values & Interests** -- Bond, talk, create, & do together.
- **EnJOYment** – Happiness, laughter, have fun, & be sad together.

Together, with Trust, these become a “Mutual Covenant”

3/ 39 min

11

Who we choose for friends and the organization we chose as an employer will impact our destiny and our identity in massive ways. Think carefully who your friends, mates, and business partners are. You are better having no friends than friends who have bad character. Your marriage mate should also be your best, most trusted friend.

You are marrying his or her character.

Trust is the sacred cloth of all relationships – personal, family, friendships, and business; a cloth whose fabric is composed of four interwoven threads:

1. **Values**
2. **Integrity**
3. **Mutuality**
4. **Commitment**

When choosing your friends, mate, job, and business partners, consider, these criteria:

1. **Values:**

Values are an essential element of our trust foundation. By adhering to them, you will set the course for building a strong relationship with those you encounter in your life.

The values to cherish – and be alert for in others – are:



✓ **Honor:**

The idea of honor is powerful, but seldom appreciated in today's modern world. Honor means your will keep true to your values and value others – your friends, your teammates, your family. Honor means you will do nothing to dishonor another person, you can be trusted and will not tolerate back-stabbing, sniping, and behavior that tears the team apart.

✓ **Openness:**

Being open means being open to new ideas, open to constructive feedback, open about your intentions and goals, open to making things happen in ways not yet explored. People who are open tend to be co-creative; closed people are stuck.

✓ **Compassion:**

Having a trusting relationship means you care about the other person and their team or family. Win-Lose relationships lack compassion and sensitivity, becoming cold, over-bearing, and filled with the polarity of blame and attack.

✓ **Respect of Differences:**

The French have a wonderful saying: “Vive la difference!” meaning “differences bring us life and vitality.” This attitude is the foundation of respect, but more – it gives us the place to begin the co-creative process.



2. Integrity:

Integrity means you are what you say you are, that your word is your bond, and you will do what you say you will.

Integrity is not easy, and often it's painful. But without integrity, people won't trust you.

Several of the components of integrity include:

- ✓ **Certainty:**
Doubt and ambiguity erode trust. In times of change, people around you must be certain that you will be there for them when you are needed.
- ✓ **Predictability:**
This goes hand in glove with certainty. Predictability means someone knows they can count on you to act in a rational, enthused, and collaborative manner, no matter what the conditions of adversity.
- ✓ **Honesty:**
An honest person is hard to find. Honest people speak the truth, shun deception, and account for themselves as accurately as possible. Deception and the creation of illusion are not part of the honest person's repertoire.
- ✓ **Walk the Talk:**
Congruity – constituting yourself as your word and deed is essential to your integrity. Otherwise, you are not believable as a person.

3. Mutuality:

Being in something together, for the “greater good of the whole” is the fundamental premise behind mutuality. One for all, all for one!

We stand together, you for me, me for you, us united together to create more than we could independently.

Mutuality embodies the idea that we must treat each other as teammates, fairly, equally, justly, and honorably. The Golden Rule of “do unto others as you would have done unto you” is essential. Unilateral decision-making without consideration of the consequences to the other is taboo in a mutual arrangement. Mutuality embraces these fundamentals:

- ✓ **Win-Win:**
This is not just a point of view; it is a state-of-mind, a core value, and a goal to be achieved. Win-Win means you are not going to sacrifice friend to achieve your goals – both must come out winners. Win-Win is the minimum boundary of acceptable relationship behavior that will continue to build a foundation of trust.
- ✓ **Reciprocity:**
Co-creation is based on sharing of ideas, information, opportunities, insights, resources, and capabilities. Reciprocity builds possibilities, which create the expansion of knowledge and the creation of more, thus impacting the future and destiny of our relationship.
- ✓ **Shared Risk-Reward:**
Sharing risks and rewards links two parties together because each has “skin in the



game.” By fairly sharing risks and rewards, both become mutually committed to a joint outcome.

✓ **Fairness & Flexibility:**

The “fairness” doctrine is an essential underpinning to mutuality. Always attempt to be fair and expect fairness in return. Fairness may be relative to the circumstances. What is fair today may not be fair next year. For example, if I make a commitment to go on an expensive vacation, then lose my job or become terribly ill, then conditions have changed dramatically; fairness demands a reexamination of the terms.

✓ **Communications:**

Two-way communications, with clear listening and mutual exchange of ideas is essential. When problems arise, using the appropriate form of communications is essential. For example, use of emails to solve urgent problems is not appropriate in most circumstances.

4. Commitment:

Commitment is measure of desire, motivation, and integrity to honoring promises and intentions. Without it, there can be no trust. Building trust in a relationship comes not from golf games and dining together. It’s built in the heart, and played on the field of deeds; it’s held in the commitment to transform values and beliefs into concrete actions, it’s founded on the commitments to the integrity of one’s word.

Commitment is making the time when there is none; the daily triumph of vision over skepticism, of conviction over fear, of cohesiveness in the face of adversity. Commitment is the willingness to take risks, even when past experience calls for caution. Commitment is crossing the chasm of fear and danger to meet the needs and hopes of your friend or partner.

Commitment is the willingness to look from the past into future possibilities; the willingness to move enough to release anger and hurt to enable our rising to a higher level, seeking to turn breakdowns into breakthroughs. Commitment is the power to transform the reality of relationships. Commitment is the willingness to take the leap of faith when there is little justifying evidence, because one believes in the other’s values and integrity. It is from this loyalty, commitment, and integrity that relationships create a camaraderie that lasts for years.

✓ **Loyalty:**

Knowing that you are dedicated to a friend or partner, to be there for them in thick and thin, in right or wrong. When your friend does something wrong, you are there for them, while trying to put them back on the right track. You are a friend when you are needed most: when your friend is hurting, in danger, or down. No one wants a “fair weather friend.”

✓ **Compassion:**

Friends and partners are sensitive to each other’s needs. They do not bad mouth or criticize behind each other’s backs. Friends are caring and pay attention to the other’s emotional state.



✓ **Dependability:**

When we can be depended upon, particularly in times of adversity, pressure, or stress we will be trusted, and more mutual opportunities will manifest.

✓ **Discipline:**

Creating synergy is a discipline that requires practice, understanding of the concepts, and constant attention. People who are professionals at the art of life are trusted because they are disciplined at their art and craft.

✓ **Ethics & Character:**

The Greeks and Romans, where the early Christians first emerged understood that Love Thy Neighbor and the Friendships that flowed to create the abundance Christ promised were built upon an ethical foundation. In fact, the Greek word *ethos* meant *character*.

FOUR POINTS ON A STEADY MORAL COMPASS

A Higher Standard for Building Trusted Friendships

1. Follow the Golden Rule:

- a. Be Golden: Do Unto Others as you would have them do unto you.
- b. Be Respectful: Respect everyone, even those you don't like.
- c. Be Gracious: Show your gratefulness to others for little things.
- d. Be Righteous: Protect the rights and freedoms of those being violated.



2. Fulfill Your Responsibilities:

- a. Be Dutiful: Fulfill your responsibilities to your conscience, your family, and to God.
- b. Be Benevolent: Give aid to others in need or in danger.
- c. Be a Role Model: Demonstrate the highest standards of excellence
- d. Be Disciplined: Obey righteous laws.

3. Be Trustworthy:

- a. Be Truthful: Tell the truth. Keep your word and promises.
- b. Be Fair: Listen to all sides before making judgements.
- c. Be Honorable: Do not lie, deceive, cheat or steal.
- d. Be Courageous: Stand for what's right and against what's wrong.

4. Be Friendly:

- a. Be Co-Creative: Turn differences into opportunities to learn and innovate.
- b. Be a Guardian: Do not deprive others of safety, security, or family.
- c. Be Humane: Do not intentionally cause pain, harm, or fear.
- d. Be a Partner: Work with others as a teammate

How do you stack up as a person with good character? Do you choose friends who have good character? Will your very dearest friends provide “wise counsel?”



HOW TO LOVE THY NEIGHBOR

When Heraclitus said “*Character becomes Destiny*,” he certainly was including how character is influenced by our choice of friends, mates, employer, colleagues, and alliance partners. The quality of our choices will determine our destiny and our fate.

“ADDED VALUE” OF GREAT FRIENDS



- **Qualities of a Dog**

- Always happy to see me
- Playful & Protective
- Trustworthy & Forgiving
- Forever Loyal/Predictable
- Accepting & Non-Judgmental

- **Always Learning & Growing**

- Nurture the Soul
- Expand the Mind
- Share Wisdom & Insights,

- **Mental Attitude**

- Positive Response to Adversity
- Go out of the way to be a friend
- Sense What’s Needed without being asked
- Bring out the best in others
- Make the Best of Every Moment – Humor
- Optimistic Vision of the future



- **Spiritual - Belief in the Divine**

- Deep Sense of Direction, Mission & Purpose
- Gratitude & Gracefulness
- Inquisitive – Sense of Wonder & Awe
- Forgiving & Courageous

- **Psychological Safety**

- No Expectation of Reciprocation
- Not Possessive nor Jealous nor Envious
- Won’t Gossip
- Humility
- Nudge Gently
- Listen then Challenge with a Smile

- **Synergistic 1+1>2**

- Cherish Differences
- Synchronicity & Timing
- Spontaneous
- Co-creative



WHO TO AVOID

- **Negative Attitude**

- Judgmental, Opinionated without Discernment
- Rigid, Unforgiving, Hidden Agenda
- Gossips, Critics, & Cynics
- Ridicule & Demean Others

- **Self Centered**

- Hoarding not Sharing
- Insecure Egos – Talk Big
- Perverse Fun, trickster
- Fractured Identity, Lack Self-Respect

- **Abusive**

- Frequently Stressed Out
- Easily Angered/Enraged & Unforgiving
- Abuses Body, Mind, Spirit and others



- **Materialistic**

- Value Things, not People or Love
- Transactional Reciprocation
- Smart but Lack Wisdom
- Rich but Unhappy

- **Cannot Trust Anyone**

- Will Betray You, Demands Loyalty
- Calculating, Manipulative & Vindictive
- Poor Character/Ethics

- **Co-Dependent**

- Latch onto you to Rescue them
- Helpless Victims
- Not willing to serve others

Add Little Value to Your Life

Be a Counselor, don’t expect to transform them



LAWS & INSIGHTS on TRUST

Albert Einstein said: *God does not play dice with the Universe*. Einstein meant there is a design that governs our world and causes it to function and respond the ways it does.

Understanding the Laws of Trust (see Figure 10 & Figure 11) will enable you to be the architect that builds relationships at the higher order on the scale of trust.

Remember, however, one violates the Laws at their own peril. The Laws and Principles are simple guidance to ensure success. Trust requires discipline to adhere to the rules.

While not everyone can or should be trusted, using the Laws, or the Ladder of Trust, you can discern how trustable a person might be, and how far you might be able to go to co-create a relationship of synergistic trust.

Some people can be trusted to have a relationship, but not a friendship. Most friends are not suited for a partnership. And only those on the pathway of parallel destinies seem to be best suited for the most powerful creationships. However, this does not imply that elements of friendship, partnerships, and creationships cannot exist in many of your best relationships.

Like the mastery of any art, clarity about how the Laws, Principles, and Levels of Trust impact human behavior will take time and practice, requiring close personal analysis tempered with real honesty, and careful listening for the real meaning. But with practice, healthy compassion, and open communications with others, and being willing to hear what might not be pleasant things from the point of view of others, relationship by relationship, we can, interactively transform our world, and create a rippling effect that changes the world of others.



TEN LAWS OF TRUST

1. Law of Integrity & Truth

- Trust begins within as a commitment to tell the truth and constitute yourself to your word

2. Law of Honorable Purpose

- Trust requires a Commitment to Honorable Purpose

3. Law of Safety

- Trust cannot prevail unless a person feels safe
- Trust means I believe I will be better off trusting you than not trusting you

Corollary of Fear

- Fear is the birthplace of Uncertainty and Distrust
- Fear triggers rapid action, often vindictively
- Fear does not create enduring relationships

3. Law of Primacy

- The First Impression will color all other impressions

4. Law of Reputation

- Your Positive Reputation, conveyed by credible people, will mean less difficulty earning trust

Corollary of Connectivity

- It's a Small World; Information travels fast;
There will be few secrets

5. Law of Presumptive Intent

- People will assume your intent/motives are the same as theirs
- Your motives will probably be misinterpreted by your adversaries, competitors, and critics
- The Paranoid will distort intentions maliciously through the Eyes of Fear

Figure 10: Laws of Trust



TEN LAWS OF TRUST *(Continued)*

6. Law of Co-Creation

- People Support what they Help Create
- Honorable Differences in Thinking
are the Source of all Innovation

7. Law of Consequences

- All Distrustful Actions must induce Consequences
- It is not the Magnitude of the Consequence,
but the Certainty and Clarity that's Important

Corollary of Unintended Consequences

- Every Action causes a set of Reactions;
the Greater the Distrust, the larger the number consequences that will be either
unanticipated or adverse to your interests

8. Law of First Trust

- It's better to trust first (unless there's strong evidence someone can't be trusted)
but continue to verify

9. Law of Wrath

- Let the Sun Not Set on Thy Anger
- Vindictiveness and Manipulation will destroy all future possibilities of trust
- Revenge is the Lord's, Not Yours

Corollary of Forgiveness

- Be willing to Forgive with strong assurances of non-transgression

10. Law of Belief & Evidence

- Trust is Not Permanent unless there is:
 - Powerful Mutual Belief that Trust is Beneficial
 - Conscious Choice to Rebuild Trust when difficulties arise
 - Earned Evidence to Reinforce Beliefs

Figure 11: Laws of Trust (continued)



Final Insights

Why We Have So Little Trust

Books are written on how to protect yourself, how to get even, how to manipulate others, how to fight wars, how to litigate, how to intimidate, and on and on. There's so much distrust in the world, distrust seems normal; but it isn't!

Trust is the natural essence of human existence. *We were born into trust*; we engage in distrust as an act alien to our nature. Eliminating the poisons of distrust only gives us neutral trust, but does not result in great trust. The lack of trust costs us dearly in our professional and personal lives.

Where Trust Starts

Practicing the architecture of trust will enable you to create a bold new future for yourself and others in your world. Remember two things: trust is a mutual choice, and trust occurs like building a new house: to start you need a good design, then, to make it last you must build it to code.

The journey begins with each individual recognizing at the deepest level of their soul the transformational value of trust, then making a commitment to build a trusting world around themselves. Unless one has desire to make trust a paramount condition of their life, it won't happen. Too often trust gets caught in the background noise of life.

Trust manifests in its greatest glory by design and by mutual choice, seldom by accident. Yet, if we don't bring trust to the forefront, what has been a seemingly busy, maybe chaotic life will become even more tumultuous as we spin erratically and unpredictably in a world of distrust. In other words, we neglect the issue of trust at our own peril. Trust, like the muscles on our body, need exercise and coordination.

Trust is a Choice

How much trust exists between people is a choice everyone makes. The problem is that most people make the choice reactively or subconsciously without discussion or interactive design. This is a large mistake that has kept relationships – both personal, organizationally, and even internationally – stuck the mediocrity of mistrust.

The level of trust that exists in any relationship is a *mutual choice*. Rather it's most powerful when it's the result of choice of how you want the world to work. For example: suppose you've had a situation where a business person just betrayed you. You might be thinking: "I didn't *choose* to be stabbed in the back by what I thought was an honest man." True enough, to an extent. But that person did make the choice to betray you either:

- *Intentionally* or *Maliciously* -- it was done after some deliberation or desire to hurt or harm you, or
- *Unconsciously* or *Negligently* -- their mind made a choice to repress any thinking about their motives for action or its consequences, or
- *Reactively* -- triggered and driven by emotions, not rational thought



Also consider: perhaps you set up conditions that drove their choice, or made it easier, or because they felt there would be no dire consequences for the betrayal.

Take a Close Look

Circumstances of distrust both shape and reveal the players in the game. If there is too much distrust around you, stop blaming them; the first place to look is not at them, but at yourself to determine what we might be doing or not doing to trigger distrust. Be sure to ask yourself the questions:

- How often have these things happened to me?
- What are my typical reactions when these things happened? What did I learn from it?
- How often did I return the distrust with an equally distrustful response?
- How much have I walled myself off from the joy and fullness of life to protect myself from the damage of distrustful relationships with my family, my fellow workers, my friends, or my community?
- What am I thinking when I encounter conflict in my life? (those thoughts will be expressed either verbally or non-verbally in your communication)
- What do I say? What questions do ask? (or do you accuse rather than inquire?)
- How do I act? Or more importantly, how do I *react*? Can I slow down my sense of time to let me think about what's really happening?
- Am I listening to the other person carefully?
- Am I conscious of what I'm experiencing and doing? (What you want, and what is happening subconsciously, may not be in alignment, thus producing the wrong results.)
- Imagine if you were on television in this scene. What would it look like?

Trust by Design

The art of building trust should not be something that “just happens” reactively, thoughtlessly, or invisibly. Be proactive: discuss, design, and destine the relationship to its highest possible level. Trust is the most vital thread in fabric of relationships. It's not unusual for people to find, for the first time, a sense of real meaning and purpose to their lives and work when trust is present. Trust is your birthright. To live in a world of distrust robs you of the life you were born to lead!



Summary, Conclusions, and the Path Forward

Summary

This book is not just a handbook on friendship. While we have provided the spiritual source of how to Love Thy Neighbor, we have also provided a roadmap to maximize the potential of human existence through friendships – a “design architecture” for humans to help activate the divine energies of the Holy Spirit with. Friendship, of course, can exist at a superficial level, never scratching the surface of the soul.

The Wizard's Admonition

Nearly one hundred years ago, Thomas Edison, the world's most prolific inventor -- popularly known as the “Wizard” – foresaw the coming avalanche of problems with a world that became the servant of technology. His message is particularly apt in our world of Artificial Intelligence and BioGenetic Engineering. He called for a balancing and aligning the forces of divinity and humanity with the forces of science and technology:

Edison receiving a Life Achievement Award -1931

Somehow I have not achieved the success I have wanted. Tomorrow the world will be [our children's]

It's a troubled world -- full of doubt and uncertainty. You say men of science have been helping it.

Are those children, and their children, going to approve of what we've done? Or are they going to discover, too late, that science was trusted too much? So that it has turned into a monster whose final triumph is man's own destruction?

Some of us are beginning to feel that danger. But it can be avoided. I once had two dynamos [generating electricity that ran wildly out of control and needed regulating. It was a problem of balance and adjustment. I feel that the confusion in the world today presents much the same problem.

The dynamo of man's God-given ingenuity is running away from the dynamo of his equally God-given humanity.

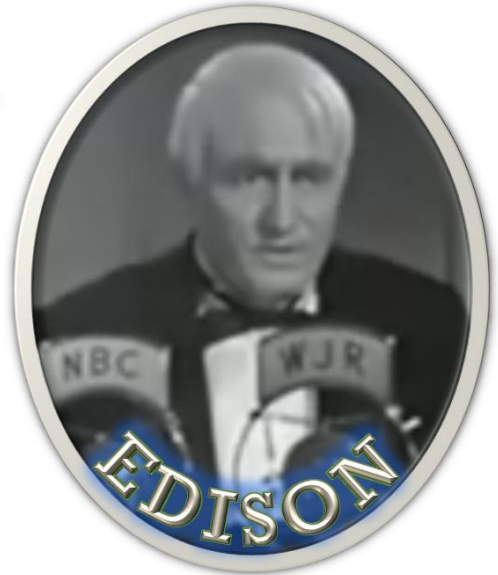
I am too old now to do much more than to say:

Put those dynamos in balance, make them work in harmony as the Great Designer intended they should.

It can be done; what man's mind can [conceive], man's character can [achieve].

Man must learn that.


Then we need not be afraid of tomorrow.




And man will go forward toward more light.⁷³


**TRUST DETERMINES THE COURSE OF HISTORY,
THE DESTINIES OF NATIONS,
AND THE FATE OF PEOPLE**

-- Paul R. Lawrence, Professor,
Organization Behavior,
Harvard Business School



Insight 

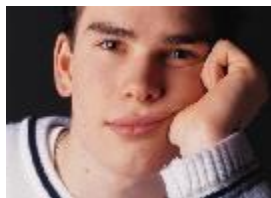
DISTRUST
Achilles Heel
of
Civilization
Community
Collaboration
Friendship



Conclusions

Consequences of Lack of Friendships in Today's America

Dark Realty – Youth in Peril



Despite the billions of dollars invested in local and higher education, our profession is in dire trouble. The problem is epidemic and unprecedented in our history. We simply cannot stand by and watch our children face these problems. Let's look at the harsh facts: (Download [Youth in Peril](#) [link] to see PDF Slide Show with statistical basis for the following statements)

- Teenage suicide in United States is second leading cause of death for those aged 15 to 34
- Only 7 in 10 ninth-graders complete high school
- Drug Abuse is a Sign of Despair
- The American Dream & Hope for the Future is Dying
- Narcissism is Rampant
- A Generation is becoming Numb
- Trust in our Institutions has Crashed

The Crisis is Real. If these trends continue their downward slide, we risk the erosion of the core qualities that have made our nation the strongest and most productive civilization the world has ever produced. An entire generation is becoming despondent and a drag on our social and economic well-being.

⁷³ From the Movie "Edison the Man" starring Spencer Tracey, 1940 (last five minutes of the movie)

HOW TO LOVE THY NEIGHBOR

Friendship Breakdowns

- **Loneliness is Epidemic**



Youth: 60% Report being Lonely. Major Cause of Depression & Suicide

Seniors: major cause of disease & death reducing lifespan by ~4 years, 1/3 of seniors live in isolation

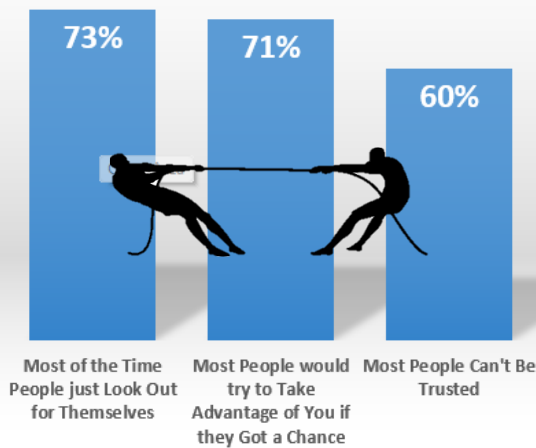
Modern civilization requires people who have the capacity to work together, to act and think civilly, to coalesce, to build trust. Our *polarized* society is a demonstration of how severely we have regressed.

Senior Depression is just as serious. As old friends die off,

Trust Breakdowns

Most Young Adults in U.S. see others as Selfish, Exploitative, Untrustworthy -- % of U.S. Adults in each age group who say....

Ages ■ 18-29



ection
a day.

What Modern Social Science is

Missing

Divinity of Friendships: as the Means of Loving Thy Neighbor
Holy Spirit connection as Counsel and the Inner Light
Wisdom Connection – Great Friends are not fools nor villains
Selectivity in choosing friends
To have a friend, be a friend
Trust Connection – True Friends are Trusted
Friends: Ethics & Character
Humanity's search for Meaning & Purpose
Three Dimensions of Friendship: Virtue, Mutual Benefit, Pleasure
Great Friendships can be Transformational
The Discipline of Friendships

Loss of Our Moral Compass

The problem with today's civilization is we have lost our moral compass; our culture's gyroscope is wobbling badly, defying Dewey's admonitions of a child being an organic whole intellectually, socially, morally, and physically.

Our culture's leadership skills have deteriorated to name calling, divisiveness, deceit, distortion, fear-mongering, and bullying.

As esteemed educator Henry Merritt Wriston proclaimed in the 1950's:

"College is wasted if you do not acquire morale courage to call what is right and wrong and take the consequences. Most of the voices we hear are the voices of arrogance by bullies. The world is filled with enthusiasm and brains. The problem is all the brains have no enthusiasm, and all the enthusiasts have no brains. The world is dying of hot heads and cold feet." viii

It is no wonder, for the last hundred years, humanity has fish-tailed back and forth from triumph to tragedy. Two world wars, the false god of communism, the instability of capitalism, and the decline in character in our leaders has led to more than a cultural malaise, the future of civilization as we have known it is on the precipice of a Dark Age.

The core values of morality and character must be revitalized if education is to perform its fundamental role in our society. Dewey as emphatic that there are many opportunities to weave and embrace the lessons of character into a curriculum.



Pragmatism with a Moral Compass

Teddy Roosevelt was a champion of citizens having a strong moral backbone and for the inherent teachings of Christianity:

[A good citizen] also must have qualities which direct the efficiency into channels for the public good. If a man's efficiency is not guided and regulated by a moral sense, then the more efficient he is the worse he is, the more dangerous to the [community].

Courage, intellect, all the masterful qualities, serve but to make a man more evil if they are merely used for that man's own advancement, with brutal indifference to the rights of others.

It speaks ill for the community if the community worships those qualities and treats their possessors as heroes regardless of whether the qualities are used rightly or wrongly.

It makes no difference as to the precise way in which this sinister efficiency is shown.

It makes no difference whether such a man's force and ability betray themselves in a career of money-maker or politician, soldier or orator, journalist or popular leader.

If the man works for evil, then the more successful he is the more he should be despised and condemned by all upright and far-seeing men.

To judge a man merely by success is an abhorrent wrong; and if the people at large habitually so judge men, if they grow to condone wickedness because the wicked man triumphs, they show their inability to understand that in the last analysis free institutions rest upon the character of citizenship, and that by such admiration of evil they prove themselves unfit for liberty.

Perhaps the most important thing the ordinary citizen, and, above all, the leader of ordinary citizens, has to remember in political life is that he must not be a sheer doctrinaire.

- the closet philosopher, refined and cultured who from his library tells how men ought to be governed under ideal conditions, is of no use in actual governmental work; and
- the one-sided fanatic, the insincere man, and still more the mob-leader, who achieve power by promises that by no possibility can be performed, are not merely useless, but noxious.

The citizen must have high ideals, and yet he must be able to achieve them in practical fashion.

No permanent good comes from aspirations so lofty that they have grown fantastic and have become impossible and indeed undesirable to realize.

The impractical visionary is far less often the guide and precursor than he is the embittered foe of the real reformer, the man who, with stumblings and shortcomings, yet shapes, in practical fashion, the hopes and desires of those who strive for better things.

Woe to the empty phrase-maker and empty idealist, who, instead of making ready the ground for the man of action, turns against him when he appears and hampers him when he does work!

Moreover, the preacher of ideals must remember how sorry and contemptible is the figure he will cut, how great the damage he will do, if he does not himself in his own life, strive to realize the ideals that he preaches for others. Let him remember also that the worth of the ideal must be largely determined by the success with which it can be realized in practice.

We should abhor the so-called "practical" men whose practicality assumes the shape of that peculiar baseness which finds its expression in disbelief in morality and decency, in disregard of high standards of living and conduct. Such a creature is the worst enemy of the body of politic. But only less desirable as a citizen is his nominal opponent and real ally, the man of fantastic vision who makes the impossible better forever the enemy of the possible good.

Finding Personal Mission & Purpose in Life



In his landmark book, “*Crisis and Hope in American Education*,” Robert Ulich, James Bryant Conant professor at the Harvard Graduate School of Education in the 1950s said:

*If our schools fail to help a person discover his or her purpose [in life],
they fail in almost everything that really matters.*

This statement strikes at the core at one of the fundamental aims of education; a factor we are largely failing to accomplish. People want their lives to be meaningful, filled with learning, adventure, and fulfillment. Education is failing miserably in this task.

Religion's Role in Education

While the *purpose of education* has been debated since before Socrates and Aristotle, the 2,500 years of history of education shows that all successful civilizations have imbedded the development of moral character into their development of youth.

It's for a good reason – to ensure the advancement of civilized behavior into the next generations.

In many ways our

Requisite Themes – Core Purpose of Education

During our long 2500 year journey of education, several requisite themes continue to reoccur that we must not forget amidst our age of turbulence:

- To pass the highest values and wisdom (more than knowledge) of our culture on to the next generation
- To instill the capacity of life-long learning to the next generation
- To enable youth to *lead* their lives successfully (not just *live* their lives)
- To be better parents and citizens to build a better future
- To create a better world than we found it

These no longer seem relevant. The result: we are now sowing the seeds of our own self-destruction.

Failure of Moral and Character Development in our Schools

The *development of character that had once been engrained in the core of education* have been lost, resulting in the erosion of the morale foundations of trust in our institutions.

The needed balance in education was well articulated by John Dewey, the leading education authority from the early 20th century:

[It is essential to] bring intellectual results into vital union with character so that they become working forces in behavior. shift[ing] the centre of ethical gravity from an absorption which is selfish to a service which is social.

The child is an organic whole, intellectually, socially, and morally, as well as physically. ... he must either live his social life as an integral unified being, or suffer loss and create friction.....

The child is to be a member of a family, himself in turn responsible, in all probability, for rearing and training of future children, thereby maintaining the continuity of society.

He is to be a worker, engaged in some occupation which will be of use to society, and which will maintain his own independence and self-respe.

He is to be a member of some particular neighborhood ct and community, and must contribute to the values of life, add to the decencies and graces of civilization wherever he is....

The child must be educated for leadership as well as for obedience.

He must have power of self-direction and power of directing others, power of administration, ability to assume positions of responsibility. This necessity of educating for leadership is as great on the [business] as on the political side.....^{ix}

If you are surprised that this passage was written in 1909, you probably went to grade school when character still counted in education. The current generation of youngsters might be perplexed by the emphasis on character; tragically it doesn't compute in the digital age.



A New Role for Education

We must focus on the role education must play to bring humanity to a higher plane.

With most children coming from either a broken home (40% of American births today are from unwed parents) or a family of working parents, education must play a much stronger role in the development of a child's/youth's life, something measured by more than test scores.

Whether educators like it or not, we must act in some capacity as surrogate parents – how to attain values, how to get along, how to have integrity, and the basis of real friendships.

Education's Crisis in Confidence

Higher Education is not well perceived by the general public as demonstrated by Honesty & Ethics (which is somewhat indicative of their "trust" -- based on years of Gallup Poll research):

- College Teachers – 47% (down from 53% in 2012)
- High School Teachers – 60%
- Grade School Teachers – 70%

Our trust in what used to be sacrosanct institutions as been declining precipitously. When citizens stop trusting in their institutions, societies begin to crumble as polarizers breach the fault-line of trust.

Cocreating the Future

Then God said, "Let *us* make mankind in our image, in our likeness, so that they may rule over the fish in the sea and the birds in the sky, over the livestock and all the wild animals, [a](#) and over all the creatures that move along the ground." -- Genesis 1:26

Who was the other entity in the creation story (referred to as "us")? The answer is revealed in Proverbs 22-31:

"The Lord brought me [the Holy Spirit] forth as the first of His works, before His deeds of old;

I was formed long ages ago, at the very beginning, when the world came to be.

When there were no watery depths, I was given birth,
when there were no springs overflowing with water;
before the mountains were settled in place,
before the hills, I was given birth,
before he made the world or its fields
or any of the dust of the earth.

I was there when he set the heavens in place,
when he marked out the horizon on the face of the deep,
when he established the clouds above
and fixed securely the fountains of the deep,
when he gave the sea its boundary
so the waters would not overstep his command,
and when he marked out the foundations of the earth.



I was the master architect constantly at his side.
I was filled with delight day after day,
rejoicing always in his presence.

And how happy I was with the world He created;
how I rejoiced with the human family!

God blessed [the human family] and said to them, “Be fruitful and multiply, and fill the earth.”
-- Genesis 1:26-28

The creation story has major significance for us today.

First, it is really a story “co-creation.” It symbolizes how we, as designers of our destiny, are to be co-creators of the future with others. This is the story of abundance – we must co-create together, in a partnering relationship with others, just as God chose the Holy Spirit as His partner in Genesis.

John 10: “I came that you may have life, and have it abundantly, I am the good shepherd. The good shepherd lays down his life for the sheep... My sheep listen to my voice; I know them, and they follow me. I give them eternal life, and they shall never perish.”

Courage and Commitment are the qualities that protects the flock. Christ is instructing us that abundance comes only when we, as a community – common unity -- are willing to stand strong in the face of adversity, Commitment brings contentment and joy, which awaits us even when as we walk in the valleys of darkness, so long as we remain unwavering, akin to the heavenly stars of the Lord’s grace that never dim.

Second, our spiritual partner in this co-creation is the Holy Spirit.

John 16:4-15 “Now, however, I am going to Him who sent Me... it is for your benefit that I am going away. Unless I go away, the Advocate will not come to you; but if I go, I will send [the Holy Spirit] to you.”

“When the [Holy] Spirit of truth comes, She⁷⁴ will guide you into all truth. For She will not speak on Her own, but She will speak what She hears, and She will declare to you what is to come. She will glorify Me by taking from what is Mine and disclosing it to you. Everything that belongs to the Father is Mine. That is why I said that the [Holy] Spirit will take from what is Mine and disclose it to you.”

Third, Christ’s commandment *to Love Thy Neighbor* will manifest through abiding friendships; we will co-create a world of abundance. Friendship is the *Divine Way* to Love One Another. Life on earth is energized through building faithful friendships, which reinvigorate our spirits like a gentle river breeze that stirs the soul to seek the flowing waters of the fountains of life.

⁷⁴ In the early Hebrew and Greek texts, the Holy Spirit is personified in the Divine Feminine, whereas in the Latin Texts in the Divine Masculine.



John 15:12 “This is My commandment, that you love one another as I have loved you. Greater love has no one than this, that he lay down his life for his friends. You are My friends if you do what I command you. No longer do I call you servants, for a servant does not understand what his master is doing. But I have called you friends, because everything I have learned from My Father, I have made known to you. You did not choose Me, but I chose you. And I appointed you to go and bear fruit—fruit that will remain—so that whatever you ask the Father in My name, He will give you. This is My command to you: Love one another.”

The eminent psychologist, Carl Gustav Jung, saw humanity’s opportunity in the co-creative process lay in understanding the depth of consciousness required to stir the soul.

Together God and the Holy Spirit created matter and mind out of the vast void, transforming their divine energies into a new hope for humanity.

To fulfill our individual highest and best destinies set forth by God when we were born, we must create a holy alliance with the Holy Spirit, and with the spiritual essence of others, as friends – brothers and sisters in Christ – to harness the powers of progression that will enable us to architect the future, for ourselves, for others, and for the planet.

Theologian Teilhard de Chardin observed:

“In human beings, the evolution of the world toward the Spirit becomes conscious. From that moment on, our perfection, our interest, our salvation as elements of creation only can be to press on with this evolution with all our strength.”

“Everywhere on Earth, at this moment, there floats in a sea of mutual sensitivity, love of God and faith in the world; the two essential ingredients of the [Divine] human.”

De Chardin was in alignment with Plato:

“If there is a good and wise God, then there also exists a progress of humanity towards perfection.”

Martin Buber, a modern-day Jewish philosopher reflected similar thoughts:

Creation does not merely take place only in the beginning, but also at every moment throughout the whole of time ... All of us created in the image of God are potentially able to images of the Divine.”

It is by and through Loving Thy Neighbor, designing and creating Friendships that embrace the core frameworks of Christ melded with the Wisdom Scriptures and a strong backbone of ethics and moral character development

Designing a Rebirth

History has shown that civilization runs in cycles of decline and rebirth.

We are in a critical juncture of civilization where we must design our rebirth. We must never succumb to civil decline while wrestling with divisiveness amidst a sea of bewildering technologies.

It is our role as educators and leaders to leave the world better than we found it – this is our noble quest.

This calls for those of us committed to building a better world to form a noble alliance, to help orchestrate an [Age of ReEnlightenment](#).



HOW TO LOVE THY NEIGHBOR

All revitalizations of human societies are marked by a sense of energy, a belief in the perfectibility of humanity, a faith in the value of human existence, a confidence in a better future, and an intimate trust in the institutions and the leaders who guide them. As my mentor, friend, and co-author Paul R. Lawrence (HBS) observed,

“Trust determines the course of history, the destiny of nations, and the fate of people.”

I am not at all implying we must replicate the educational system of the past. Rather, we must rebalance the core of education to have an emphasis on *both character and competence*.

One of the key elements of this rebalancing on the side of character is to reinforce the essence of *collaborative leadership*, the capacity of each person to build trust and work in teams.

*Leadership stands at the pinnacle of all the arts,
for it is the art of mobilizing and multiplying talent.*

Path Forward

A Program for Building Trusted Friendships

Love Thy Neighbor is Exquisite Philosophy

Churches have done a Poor Job translating Philosophy into Practicality

From Sunday to Monday transformation

Churches are Being Seen as Irrelevant

As part of their continued research into religion Pew found that increasingly [Americans don't see Churches solving Social Problems](#)

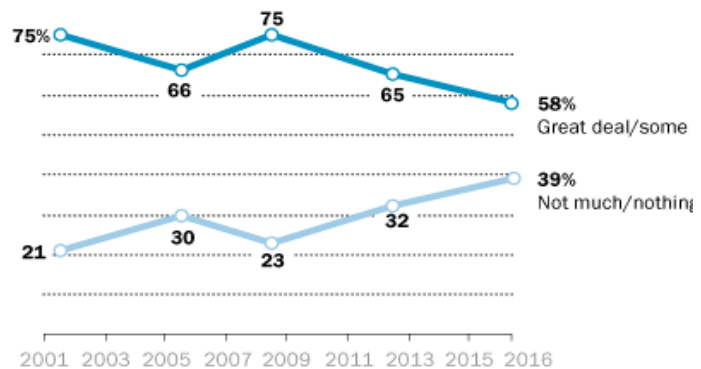
“Religious leaders and institutions have taken part in efforts to address important social issues throughout American history, from slavery to civil rights to today’s advocacy in areas such as reducing poverty.

“But Americans appear to be growing more skeptical of how much of a difference churches and other houses of worship make in tackling social concerns. A majority of U.S. adults still say religious institutions contribute either “a great deal” (19%) or “some” (38%) to solving important social problems. (see Figure 10) But the combined figure of 58% has fallen significantly in recent years ... About four-in-ten Americans (39%) now say religious institutions make little to no contribution in this area.

“When the same question was asked in July 2012, roughly two-thirds of respondents (65%) said churches and other houses of worship played at least some role in solving society’s dilemmas. Four years before that, in August 2008,

Shrinking majority say churches, synagogues contribute to solving important social problems

% of U.S. adults who say churches, synagogues and other houses of worship contribute _____ to solving important social problems



Note: Don't know/refused responses not shown.

Source: Survey conducted June 15-26, 2016, among U.S. adults.

“Evangelicals Rally to Trump, Religious ‘Nones’ Back Clinton”

PEW RESEARCH CENTER

Figure 12: Fewer Americans see Religion solving real Problems



HOW TO LOVE THY NEIGHBOR

fully three-quarters of Americans (75%) said religious institutions contributed “a great deal” or “some” in this way.

“Not surprisingly, people with no religious affiliation (atheists, agnostics and those who say their religion is “nothing in particular”) are less likely than others to see churches as key problem-solvers in society. A minority of religious “nones” (38%) say religious institutions contribute at least some help to solving social problems, compared with, for example, 65% of Protestants and 63% of Catholics who say the same...

“Even among U.S. adults who do affiliate with a particular religion, the view that churches help solve social problems has become less widespread.”

Stated in another way, the general perception of Religion shows a severe weakening in seeing churches having a value-added contribution to society. At this rate of decline, the majority of Americans will soon view the Church as a non-contributor to the well-being of their community.

This trend must be turned around if Religion is to regain its status as a trusted institution. An institution that is perceived as irrelevant is dying.

With limited resources from a waning population, churches must think and act ecumenically, in collaboration with each other to do five things:

1. Churches work together and in alliance with other community services to improve local neighborhoods and towns, engaging in urban neighborhood revitalization
2. Produce concrete measurable results, not just promote good feeling
3. Be sure the community knows the results and the purpose-driven strategy
4. Celebrate the spirit of engagement and recognize the contributors to the effort
5. Use the momentum to spur more impactful work and greater visibility

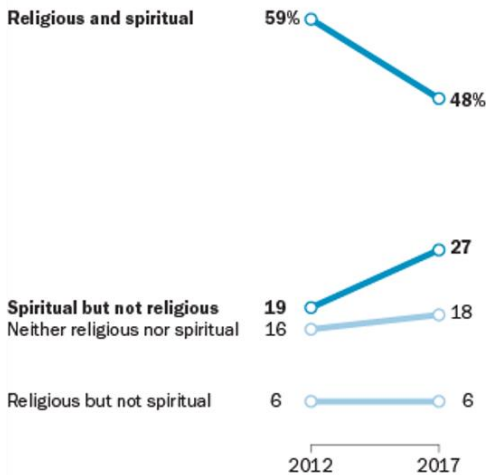


The Spiritual Yearning

A 2017 Pew Research Study – [More Americans Say they are Spiritual but not Religious](#) -- gives us deeper insight into what Americans are seeking. The study stated: (see Figure 11)

A quarter of Americans now see themselves as “Spiritual but not religious”

% who identify as ...



Note: Respondents were asked separate questions about whether they consider themselves to be “a religious person” and whether they consider themselves to be “a spiritual person.” The “spiritual but not religious” category includes those who responded affirmatively to the question about being a spiritual person and also responded that they do not consider themselves to be a religious person. Statistically significant changes are indicated in **bold**. Figures may not add to 100% due to rounding.

Source: Survey conducted April 25-June 4, 2017.

PEW RESEARCH CENTER



Most of those who say they are “Spiritual but not religious” also identify with a religious group

	U.S. adults	Religious and spiritual	Religious but not spiritual	Spiritual but not religious	Neither religious nor spiritual
% who identify as ...	%	%	%	%	%
Protestant	46	63	47	35	18
Catholic	21	24	37	14	19
Unaffiliated	22	4	6	37	54
Other	8	8	8	11	7
Don't know/refused	2	1	2	3	3
	100	100	100	100	100

Figure 13: Spiritual Yearning has increased dramatically in recent years

“Some people may see the term “spiritual but not religious” as [indecisive and devoid of substance](#). Others embrace it as an [accurate way to describe themselves](#). What is beyond dispute, however, is that the label applies to a growing share of Americans.

“About a quarter of U.S. adults (27%) now say they think of themselves as spiritual but not religious, up 8 percentage points in five years, according to a Pew Research Center survey conducted between April 25 and June 4 of this year. This growth has been broad-based: It has occurred among men and women; whites, blacks and Hispanics; people of many different ages and education levels; and among Republicans and Democrats.”



Seizing the Spiritual Momentum

The spiritual desire has rapidly emerged in America. These two charts (see [Figure 11](#)) demonstrate a tremendous opportunity for Christian churches, *if* the clergy is willing to accept a new (but very traditionally rooted) way of thinking to embrace the doubts most have about God.

First, the idea of “spiritual” opens up a clear avenue to reenergize and spotlight the Holy Spirit’s role in Christianity. For many people, this author included, the existence of the Holy Spirit is much easier to “prove” than the existence of God. You may say that we must have “faith,” and while true for me, it’s insufficient for the non-religious. Yet virtually all those I spoke to who said they were spiritual but not religious had deep spiritual experiences in their lives, but found few avenues to share those deep emotions and tell their story.

Second, as the chart indicates, those who have “spiritual but not religious” still have an affinity to their original religious roots from their childhood (which may not extend to the next generation). These are the 40-60 year olds who believe in God, but have been turned off by standard religion. We must bring them back, but not to the church they abandoned. They want to see, experience, and connect with a renewed church.

Historically the Holy Spirit has been a powerful force in our Greco-Judeo-Christian heritage. In the Old Testament, the Wisdom Books (Proverbs and Psalms) extoll the virtues of the Holy Spirit. The Middle Testament (Apocrypha) contains the Wisdom of Solomon, a series of dialogues where the Holy Spirit consoles and advises Solomon. And in the New Testament, there are a bounty of references to the Holy Spirit representing an untapped abundance of spiritual potential, bringing us joy and wisdom.

Following John 13:34, the stage for a spiritual transformation was set forth in John 14, 15, & 16:

“The Father will give you another Counselor (or Encourager or Advocate), who will never leave you – the Holy Spirit who will lead you to all truth.... The Spirit lives within you ...

“These things that I do, ye shall do too, and greater than I” (How can this be? Only if we abide by the Collaborative Commandment (John 13:34) and evolve it to a higher order can we rise to the level Christ aspires for us.

....It is best that I go away, because if I don’t the Counselor will not come ... when the Spirit comes, she/he will guide you into all truth...” (Through the Holy Spirit’s Love, Creation, & Wisdom we can evolve to the Christ’s aspiration for us to greater things – but it relies on our spiritual evolution.)



The Christian celebration of Pentecost [Acts 2:1-4] was intended to be a celebration of the coming of the Holy Spirit seven weeks (~50 days) after the Resurrection. It was once such an important date that the Liturgical calendar still counts the weeks after Pentecost (typically from late spring to the last week in November) – fully half the Christian calendar.

Today most churches have lost the importance of this Spiritual connection of the Pentecostal season.

There is a powerful “Spiritual Yearning” (Figure 11: Spiritual Yearning has increased dramatically in recent years) in the world today that a reemphasis on the Holy Spirit can begin to satisfy.

While the Bible calls for the Holy Spirit to bring us closer to God, many of the references emphasize the linkage of the Holy Spirit as the “thread” that connects all of humanity together with the energies of Divinity. In this sense the Holy Spirit is the source of collaborative community.

The inspiration of the Holy Spirit can play a very important role in daily affairs, but, for the most part, the Holy Spirit is but a vague notion in the lay population. Ask a random cluster of Christians about the Holy Spirit; few will be able to speak more than a handful of statements about this mysterious energy in the Trinity.

The idea of spirituality is an arena where preaching will simply be inadequate; it requires a much richer treatment. We must learn to listen for her quiet voice, we must see the Holy Spirit in others and nurture its manifestation.

We must speak her words of wisdom, amplify her energies of love, joy, and creation, and embrace her direction to create synergies (aligned energy).

Christianity should not overlook this opportunity, we must seize the moment: the Wisdom of the Holy Spirit provides a profound advantage in a world seeking Spirituality beyond Religion.

From a 21st century, younger-generation point of view, Religion looks ossified, filled with strictures and burdened by medieval thinking; while Spirituality seems flexible, open to innovation, dynamic, modern, and malleable.

While some may be revolted by such distinctions, the realities are: if Christianity is to thrive in our times, it must know what to *keep* of our sacred traditions, and what to *add* to make it relevant and exciting. Much of what needs to be *added* is really a reemphasis of what already exists in our early Church roots. We must build a Church that looks forward toward the future, while preserving cherished tradition.

The Holy Spirit is unique in his/her powers. She brings both Wisdom and Joy.

Her divine powers are the source of both love (collaboration) and creation (innovation) within each of us.

When she is fully present, we engage in “creationships” with others, which we experience not as peace, per se, but as joy!



HOW TO LOVE THY NEIGHBOR

There is a “systems design architecture” for synergy [from the Greek meaning *aligned energy*] and it manifests primarily in Collaborate Systems.

There are four fundamental synergies:

1. Synergy with God
2. Synergy with Self
3. Synergy with Others
4. Synergy with Nature

***Christ is the Prince of Peace,
The Holy Spirit is the Princess of Synergy***

Collaborative Excellence

People would choose to be *collaborative* over *independent* or *adversarial* action to solve problems: 71% embrace collaboration according to Pew Research’s recent study of [Trust and Distrust in America](#) (Figure 12) indicating most want to enjoy their religious experience with friendship and fellowship – the path of the Holy Spirit. Inherently people know it’s better to work together.

This is directly related to innovation, for without collaboration in the innovative process, it is both harder to generate and embrace new ideas, and engage people affected by the innovation in its adoption by lowering resistance to



Figure 14: Americans Yearn for Collaboration

change.

Today highly educated people want to be able to *use spirituality* in a way that enables them to be *more collaborative* using the Holy Spirit to thwart their **fear**, **uncertainty**, **doubt**, and **distrust** (FUDD) that gnaws at their souls.

They want deep insights, powerful mindsets, clear design principles, and useful applications.

We call this “*collaborative excellence*” – it’s the *confluence of Wisdom, Spirit, Divinity, Christian Principles, Moral Character Development, Human Behavior, Leadership and Community Building*.

(see [Error! Reference source not found.](#) for more detail about the inner design Architecture of Collaboration, based on the fundamental quest to discern God’s inner design for human existence and thrival)



HOW TO LOVE THY NEIGHBOR

It enables the formation and definition of personal identity, providing an architecture through which people can better relate to God and other people in the world around them. It's not taught in seminaries, but ought to be, for the stakes are high.

The Collaborative Commandment

Christ gives us the 11th commandment [John 13:34] to *Love one another*. We should consider this the “Collaborative Commandment” to work together, to create together, to care for one another, to progress together, to build community (common unity).

This Collaborative Commandment has a Corollary: *Create thy Community [family, team, alliance, bridges across differences, etc.]*

As a civilization, we know far more about being *adversarial* and *transactional* than being *collaborative*. This must change. The Christian Church should be leading the way forward.

Christianity is steeped in tradition, which creates a glorious foundation for the future.

It is the rock upon which God has helped us build a bond with the divine.

Yet many of our traditions and teachings were formulated when people were less educated, less curious, and less interested in the meaning and purpose of life.

Today we must rethink our future or suffer further decline. People must come to see Christianity as “community,” not doctrine or dogma.

Challenges and Opportunities for a Renewed Clergy

Those entering the clergy, and those already in churches need to be far better leaders skilled in collaboration to build Christian communities than we see today. Educated people need a special spiritual emphasis (see Figure 13) that

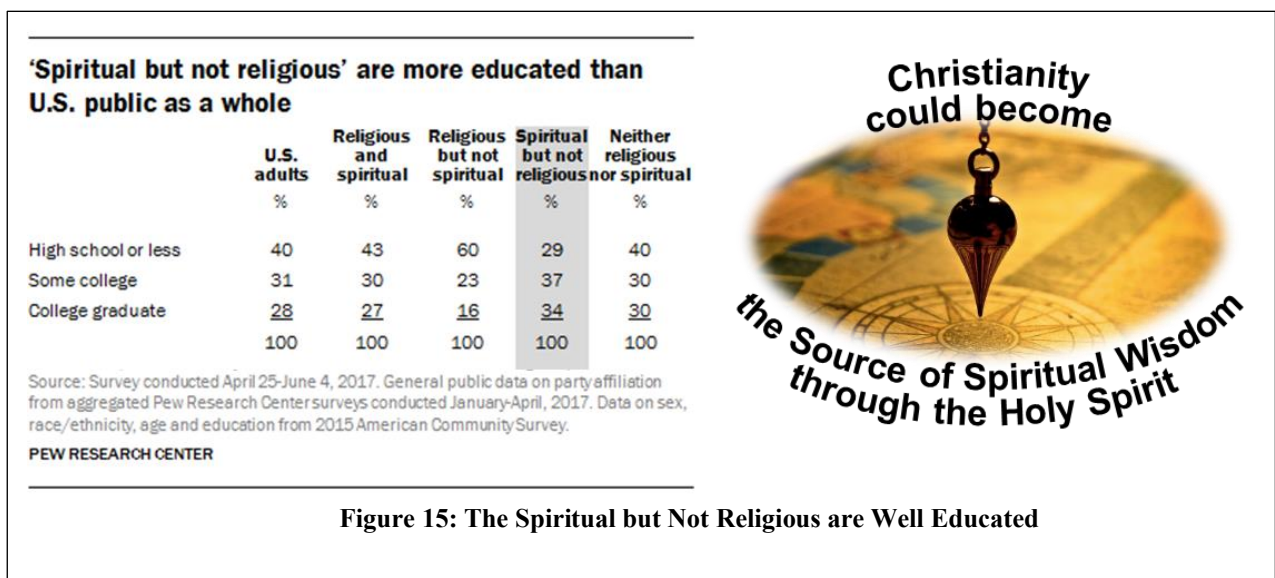


Figure 15: The Spiritual but Not Religious are Well Educated

provides a better balance between intimate, engaging, soulful meaning and traditional ritual. Christianity must become more revelational and connected to everyday reality, and less doctrinal and abstract from day to day stresses and challenges.



Christian Identity

The reality is that our identity as Christians has been clouded by *uncertainty* and hijacked by *politics*. People don't link their personal identity and inherent character with unique Christian qualities. We are suffering dire consequences for this vacuum, as the statistics cited earlier reflect.

These were fundamental to building a "character-based identity" that gave people strength in the face of adversity and clarity about who they are as people. It is no coincidence that these Key Factors for Success also create happier, healthier people who live 15% longer.

- This is a Powerful Value Proposition we as Christian Leaders are not capitalizing upon strategically -- something that should be a core element of verifiable Christian outcomes.

Christian Leaders are overlooking a *Powerful Value Proposition* that could dramatically help reverse this trend. Here's what we know: (see: [Wisdom Project](#) for more detail)

Well-adjusted Christians (not necessarily devout) who have *three things in their lives* are likely to live 15% longer (approximately 7.5 years or more)⁷⁵:

1. **A Strong Belief in God's Presence in Our Lives** (Father, Son, & Holy Spirit – don't forget the last of the Trinity which gives people a Healthy Spirit)
2. **A Purpose Driven Life** – this gives meaning and mission to what people do and something to live for (people without meaning and purpose are more likely to be depressed, eat poorly, and get sick more often) This fills a massive "meaning of life void."
3. **Strong, Trustworthy Relationships** – social relationships prevent the loneliness void even among "connected Millennials." Studies have shown loneliness can reduce life expectancy by eight years.

People who have these three "Key Factors for Success" (KFS) live longer because they have something to live for, for today and for eternity.⁷⁶ *Their minds, bodies, souls and spirits are activated fully.* They are happier and have a strong sense of well-being. They have a *healthier and happier attitude toward life itself.*⁷⁷ These KFSs become the foundation of a *Character-Based Identity* that should distinguish and differentiate Christians from others in a very positive and energizing manner.

See [Error! Reference source not found.](#) for more ideas and approaches.

Short Window of Opportunity

One of the strategic targets for rebuilding the Church must be those people (see Figure 11: Spiritual Yearning has increased dramatically in recent years) who are Spiritual but Not Religious who still harbor a strong affiliation to the Church of their parents. They have not yet lost the memory of their forbearers.

- However, this window of opportunity will not last long as their offspring (Generation Z) become farther distant from their affiliative heritage.
- This means providing parishioners with strategies for life, with skills and tools, with both inspiration and capabilities to link faith with deeds that produce prosperity and well-being with clear linkage between faith, deeds, and great results along with meaning and purpose, cures for loneliness, building great friendships, nurturing functional family relationships.
- Every visit to church should result in some useful "take away" that makes a difference, however small or large.

⁷⁵ *Changes In Lifestyle And Outlook Can Affect Longevity* by Jo Ann Jenkins, CEO, AARP Magazine, June 2018

⁷⁶ The term for this is "Psycho-Neural Immunology" – how elevated spiritual attitudes trigger the immune system

⁷⁷ As a long-time member of Saddleback Church, I watched how Rick Warren built a Christian Identity around these three key elements (Key Factors for Success):



- Churches must provide value-added guidance to attendees if they are to be relevant in the real world.
- Too many churches have a *transactional* culture that don't make visitors feel like welcome members of a family that embraces Millennials who are struggling, distrustful, and skeptical yearning to find meaning and direction in their lives.

Where Do We start?

For two millennia, Christianity has been intimately woven into the fabric of Western Civilization.

We have assumed it would survive forever as long as we attended Church.

Now we must face the Christianity Crisis head-on. The trends at the Crossroads (Fig. 1) are ominous.

We now live in a world that is changing faster than at any prior age. (See **Error! Reference source not found.**)

Beware the Red Queen

Religion (not just Christianity) has been slow to adapt and innovate at the same rate of the change around it.

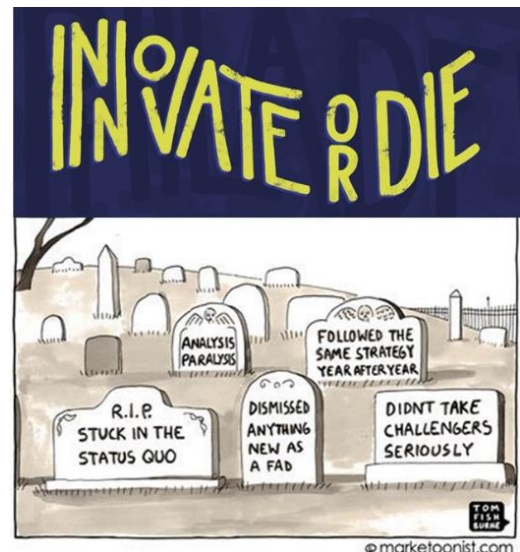
If we don't innovate and adapt we face dire consequences.

We either become more *collaborative, interwoven into the fabric of modern society, or wither into oblivion*. We have to realize the "cure" will take new thinking, new strategies, new paradigms, and new conceptions.

We need to address critical questions:

- What's needed to spur a *revitalization*?
- What can be done *now* to begin to turn the tide?
- What *shifts in thinking* are required?
- What is the *new paradigm* for the future?

Our future does not mean we abandon our Christian roots, but we should reenergize our deepest devotions to tap into the power and joy of the Holy Spirit as our daily partner.



ⁱ Matthew 22:36 Which commandment is most important to God? "Teacher, which commandment in the law is the greatest?" He said to him, "'You shall love the Lord your God with all your heart, and with all your soul, and with all your mind.' This is the greatest and first commandment. Love God above all else. And the second is like it: 'You shall love your neighbor as yourself. The entire law and all the demands of the prophets are based on these two commandments.'"

ⁱⁱⁱⁱ The word itself is derived from the Greek *sunergi*, meaning *cooperative work or unified energy*, and from *sunergos*, meaning *working together in fellowship*

ⁱⁱⁱ such as a 'fellowship' or 'partnership.' In the New Testament, (Luke 5:10) James, John, and Simon are called "partners" (*koinonia*). The joint participation was a shared fishing business.

^{iv} Definition: The source of the word is the Greek *enthousiasmos*, which ultimately comes from the adjective *entheos*, "having the god within," formed from *en*, "in, within," and *theos*, "god." **Word History:** "Nothing great was ever achieved without enthusiasm," said the very quotable Ralph Waldo Emerson.

^v Definition: Fellow is from the Anglo-Saxon and Old Norse 'felagi', comrade or partner.. 'Ship' is a suffix indicating state or condition. Fellowship is a state in which we share as fellows, that is as partners or peers. Fellowship



addresses the relationship between people, not between material objects. One doesn't have a fellowship with a house, a companionship with a tree, or a comradeship with a bed. It relates to a state or condition in which such persons interact, thus we speak of friendship, partnership, and fellowship.

^{vi} Definition: from Latin *communitas*, *fellowship*, from *communis*, *common*; **a.** A group of people having common interests. **b.** A group viewed as forming a distinct segment of society. **c.** Similarity or identity: a community of interests. **d.** Sharing, participation, and fellowship.

^{vii} The leader imposes control first by holding a clear vision and a strong set of values. In a well-functioning, trustworthy community, these are more powerful than draconian rules and regulations. Strong control only becomes necessary when there are threats and actions are needed to prevent destruction of the community's highest interests -- the greater good of the whole.

^{viii} From Wriston, Henry Merritt; [Recording from ~1956](#) President of Brown University 1937-1955.

^{ix} From Dewey, John; *Moral Principles In Education*; Houghton Mifflin Company, 1909

