

S:DISS-X Basic Practical Program Introduction

Hey everyone, this is Mike J. with Leadership University. Where we lead you online. Let's see if I can get this picture up here. Okay. Sorta got that going. Okay. We're not editing these, so there'll be a little bit of the hemming and hawing and... stuff like that that's going on, but I want to introduce you, take the time to introduce you to Leadership University's introduction to the SDISX Basics program.

There'll probably be versions of this program. We've done the intermediate to advanced version already, which then led to us wanting to come back to square one, and... Do the basics. And what I'm here to do today is to introduce that basic program and the basic philosophy of the Selective Dynamic Inquiry System Skills Experience. That's what SDISX is abbreviated to BASICS.

Helping is not the same as solving. Now, I... I want... I'm not gonna read through this, I'm going to be more like a tour guide. You have this page, that you can go back and review at your leisure, and, take a look and read some of the, information we have here. But basically.

What we have come to the conclusion of, at least for now, because you have to remember that things are changing very rapidly in the world that we live in today. This is May of 2026, and things are just evolving so rapidly, and they are going to continue to do so, especially in the next 18 to 24 months.

At the basic level, we're basically working in a range of hierarchical complexity. Now. we're... hopefully you kind of understand what hierarchical complexity is. It's just where one level becomes the substrate for the next more complex level, which coordinate, integrates, and sort of names the orders of task. within that lower level, so then you get a higher level. Well, these... this system runs from level 1. I don't think they have a level 0, but level 1 all the way to L16. So you can see that we are basically looking at the basics working at L9, which is what we call concrete, L10 is abstract, L11 is formal. So we're looking at the basic working level of people in organizational work.

Now, there's lots of ways to describe the level of work, the level of leadership, process levels, all those kinds of things, but generally speaking. You can map back all of this complexity, to the model of hierarchical complexity, because it is the only model, that is... computed mathematically, and this was done a long time before AI, so, I use it because it's the only model that removes most of the subjectivity, because everything in the model ties back to a math computation. So therefore, it becomes it becomes generally easier to use once you have this kind of spine of vertical complexity.

Now, in our models, you will see us mention the word voltage V in that model, stands for vertical complexity, or hierarchical complexity. We'll teach you about the other pieces to that voltage model, but generally speaking, it's the energy and information people have to do work. So that's... what we've done. We've put together a basic system so you see the move, and what

that means is, basically, you notice what they're doing. and then you may or may not recognize the pattern as a next step, so you can test for it until you do, and then you can choose the form under simple conditions.

Now, normally we want the person being helped to choose. Because if they do choose, it means that we're working from where they are, not from where you are. So that's a very important distinction, and anytime you take a very complex model and you start stripping away all of the complexity and try to make it simple, it becomes difficult because the underlying complexity is flattened. Okay? So, but in this case, in order to begin to teach the model in the basic format for people who have not heard of this before.

Helpers, any kind of helpers, we're talking about professionals, we're talking about people who... work in... Mental health, social services. Coaching, training, medicine, accounting, real estate, anyone who's using inquiry, and everyone should be. to identify, where people are. And of course, you can't get buying motives, you can't get, motivation, you can't get all the kinds of things that we need to know where people are without inquiry. So that's a very important part of, you know, whole pieces, that's a part of the conversational and interactional framework that people use. So, that's kind of a given. I think most people understand that.

You can read the reasons why. we've done this. It explains that SDIS X begins with selectivity. That's very important. It's selectively employs. Through a skill-based framework, these seven forms, along with this program, you are given access to the theoretical program, which explains all these. So we won't... we will show you what they are, and what... You do and when you use them. But we... we don't give you the theory behind it, because this is a practical, rather than a theory-based class. And we have a theory-based class that you will have access to, so you want to be sure to look at that.

or have had some training in Ping Pro, Prompt, Permit, perturb, pace, and pause, and what they mean. They're pretty self-descriptive. I think the only one that really doesn't have a real strong, name-it type of basis is ping, and ping has to do with finding out if something's out there. You think something might be out there, you do a ping, see if something's out there. So that's the easiest way to explain that. It's, it's like a... like a form of echolocation that the bats use, and... Submarines use in terms of finding out if there are things out there that it can't see.

They're not the 7 skills, skills development, practicing the forms. You'll have all kinds of skills. For basic practice, we also need a few critical tools from the Lead You APC framework. That framework is something. That we have developed as a helpers framework that is already quote-unquote pre-trained, and therefore, it uses this operating system, personal and professional operating system in the process. Again, I'm a tour guide. I'll let you read through that.

there are some very important things here in the next few sentences that are very important as to undergird the system. In other words, why we're doing what we're doing. Of course, we're doing what we're doing. based on the purpose of the other person, and that... that can be everything from power, to affiliation, to achievement, to avoidance. I mean, that's the four social motives, and it can be very... It can be very tuned to that to pick that up. Again, we want to show you, and

what we're going to do in this is basically try to help you understand that good helping doesn't take over the person's problem. Remember, helping is not solving.

So that's where we have to... begin with the basics. And again, we've done an intermediate to an advanced program, and that... I thought that might be too confusing for people who are just, coming into the program. Because it already assumes you know more than probably what you do, and therefore it can be very confusing, and you won't get the benefits out of it unless you had the opportunity, maybe, to go through this type of program. So that's what we're doing here.

Basically, again, just a synopsis. Now, you get into the really... the meat, and it's just a brief theory summary statement. If you click on that link right there, you can go to... This page, where... it does a little bit better job, in my view, of sort of enunciating, or how would I say it, eliciting the, different aspects of the program. It basically affirms, you know, that we're at level 9, which is basically. One of the first roles that you'll get in organizational work, so we're talking to people who are working with other people.

Your customer service, the things that people do, you know, in finance, the bank tellers, the... people working at that very customer interface. This is a program that's designed to reach into that level, with, this kind of complexity, L9, L10, L11. That's... that's what we're trying now. One of the things that's very difficult, and one of the reasons I'm trying to do this program. is I don't function well at L9, L10, and 11. It's just the differences that I have with my brain, with the way I generate, protect, and moderate the world in terms of, you know, culture, conditioning requirements. So... This will be a challenge, and I know it's a challenge. At the same time, it's worth it. In other words, that's the whole idea. It's a worthwhile goal to help you get through this.

This means we will not try to teach the whole system at once, and that's the problem that I have, is I tend... I tend to see everything as a system, metasystem, paradigmatically, and I'll... and I'll say, oh, well, don't forget about this, well, don't forget about this. Well, that overwhelms people at these early organizational levels. And that doesn't mean they'll stay there their whole life, it just means that that's where they are right now. We all have different developmental. trajectory. So, you'll see an explanation of what the Selective Dynamic Inquiry System Skills Experience is.

And the 7 forms are there for you. That's important, with their identifiers. The S is very important, it means selective, and the whole idea behind that is you'll spend a lot of time with people, but you'll only select this type of inquiry when you see the right kind of opening. And... and that... That's a very important thing to sort of ingrain in you at that you don't... you don't use inquiry all the time, you'll sound like a robot. And you only use it in the openings that you have where... it's really important, and we're... and we need right action. So, in other words, those are the kinds of things that sort of govern the use of this thing. You'll start to use this a lot more. If you will learn it at a deeper level, at an unconscious level, just like you breathe without thinking and all those sorts of things like that. Because the system is very effective at eliciting a response because it's based on. a helping... a set of helping functions that have emerged during the codification of this process that have to do with four basic things. There are others, but these are four basic things. Cueing, how we get queued up. scaffolding, how we work around the things that we're trying to work on and still remain safe and steady, that's scaffolding. It's called false works in construction, although you won't hear anybody say that. But the idea is, is that it comes

down. when you're done working on stuff, okay, so the scaffolding disappears over time. You don't see buildings that are... brand new buildings that are built that still have their scaffold. But you needed the scaffolding in order to build the building. So scaffolding is very important. Support, and that's where all the resource environment comes in. In support, we can actually work more complex, and that becomes a good thing and a bad thing. Double-edged sword? So you'll have to remember that in terms of support, because in support, people can work at a more complex level, because they have queuing and scaffolding from the person that they're working with that may be at that more complex level.

Okay. And then the last of the first four are, is LIFT, which is the result of using Q's scaffolding, and support. You get lift. You don't use it all the time, and that's an important thing to remember going in here, because what you're going to see us do in the basics is take tiny little things, tiny little openings, and explain how the system works so that you begin to understand that the system. actually... calls you forward into your own development, because most of the time, what we're doing is just getting in the way of helping. And we do it because. We have a need to help, we do it because we're motivated to help, we want to help, we want to affiliate, we want to belong, we want to do those things, but we do it for the wrong reasons. That's what my next book is called Coaching Under the Influence, is coming out to talk to you about, and to create that idea that, look, it's not about you. It's about them. And once you take that. set of ideas, add the helping functions. You'll find that queuing becomes very simple and very easy, and you will tend to use the system much more than you thought you would when you saw this strange approach.

Okay? Why basic practice matters? You can read that. At the basic level, we practice three things, seeing the move, recognizing the pattern, choosing the form. Again, the form of inquiry, okay? What fits? You know, what's a... what's an opportunity here? All right, we won't talk to you about opportunity, but it's in here. This is how helping becomes more thoughtful, more respectful, and more useful. In other words. One of the main things in Lead U that we operate on, and have operated on for the 30 years that we've been doing this, do no harm. it's almost impossible to do harm with inquiry. And even when it does a little bit of harm, it causes some friction or causes some problems, it actually, in some cases, is a toss-up as to whether that was a good thing or not. I know I can look back on my life and see that. something that felt harmful at the time was actually good for me, but we really want to get into a system that does no harm. We want the protection from that to protect the person being helped from harm, okay?

This operating stack is probably too complex, but... What we did was, is we showed you all these different pieces that we sort of focus on in basic work. Now, they look foreign, but they're really sort of common sense. Okay, so just bear with me on that. In plain language, we meet the person as a human being, okay? In the case we're going to be using AI, we don't consider the AI as a human being, but we do consider the AI concurrently, and therefore do no harm, show respect. Have dignity, those kind of things are all considered in that process, even when it's, machine learning.

We use the SDISX form selectively. We check what matters through IMAL, importance, Motivation, urgency, leverage, and low-hanging fruit. You'll get more of that later. These are all listed and fully exposed in terms of what they mean. You'll begin to see them as more of a concept than as an acronym. Okay? In other words, right action comes through IMOL in

organizational work. It does mostly in individual work, but there are other reasons individuals would use this model or not, and they can range in a lot of different areas. But again, when we're talking about organizational work, people with people. IMO's a very important thing, and that's because right action's a very important thing. Now.

Spark outcomes, that's what we're after in terms of, look, when this is all said and done, you know, what are we looking for to be there, besides right action? Okay, and right action gets us to spark outcomes. Pcc is basically to learn that as potential capacity and capability, and then ready, willing, able, and fit. is... we don't have that as a word, but I just haven't figured out a word to... to... to... to fix that. So if you do, send it in, and we'll give you credit.

And then, of course, we all have my team. Everybody says there's no I in team, but yes, there's a lot of I in team because it's information. Money, information, time, energy, attention, motivation. That's what you're spending now, or investing, if you have the wherewithal to understand that you invest your money rather than spend it, okay? Most of us. Are trapped into spending. We begin, over time, to look at investment, and you can invest information as well as you can, time, energy, attention, and motivation, as we would normally think we do with money.

Okay, so what we've done here is, if you look at this, list here, what you see is... if I can get it highlighted... We're gonna go through these, terms. We've already talked about SDISX, and it's, basic, forms right here, okay? So that's done, but we're going to talk about the rest of them, and the only reason is, is we need to give you the language, because I'm going to be using the language in this process, and I don't want to use something. You say, what does that mean? Well, at least you can come back to this introduction and you can look it up.

And of course, what we should really do is create a key to where all of these concepts are actually bullet-pointed for you, so it's just a quick reference card or something like that. You can do that, but you can build it right here. So there's humaning. We talked about... a little bit about treating people as humans, the ground of helping. Before we help, remember that the person is human-ing. The humaning is just... we used to talk about, well, are people doing, or are they being, or are they having, or becoming? Well, the idea behind humaning is just to abstract that and say, yes, all those are going on. In other words. At the same time, we are engaged in a weighted process of being, doing, having, and becoming. Now.

Out of the existential tier, that... I won't say a lot. I would say people in the more developed countries have access to where they have taken care of the being, doing, having, and becoming, so they have enough to eat, they have a shelter, they can. educate their children, they can find medicine and healthcare when they need it, and they have some income. But once you solve those, then you can go to this next list, and we don't talk much about it, but that list exists to help you understand it, and more advanced. way of working, people, once they get these things, they protect it. And then, of course, they continue to contribute, guide, and reach out. So, we won't worry about these. four here, okay? I just wanted to show you those exist. There's actually one more tier of more complex work, but there's... this is the basics, so there's no use to it. We're going to be talking about, when we talk about human, being, doing, having, and becoming, okay? And those correlate to four social motives of power. Achievement, affiliation, and avoidance, believe it or not.

Okay? That's not important right now, but it will be important a little bit later on, so I just kind of throw that in the pot to see if we can stir in that spice.

Okay, Helping must serve humaning, okay? People are in process, so helping's gotta, you know, move them along that process, even though it's existential.

And then, basically, there's IML, importance, Motivation, urgency, leverage, and low-hanging fruit. If you want to have a good conversation, you need to... you need to get most of those met, and that then turns into, you know, basic right action, or the next right thing, as Carl Jung began to talk about.

In terms of basic practice, IMOL, this is just a different way, Is this important? Is there motivation or energy involved here? I mean, is it urgent? You gotta find those things out, because if we go back to Covey's work, and that's before. probably most of you remember, in first things first, the idea would be is he had two quadrants. He had the urgency quadrant and the importance quadrant, and some things can be urgent and important, but generally speaking, things are urgent, but they're not that important, but we get to check them off our list. So, in other words, it's important to understand where we are in that process. If something's not urgent, it's not important, it's not leveraging, why are we wasting. the conversation, essentially. So, that's part of what IMOL... IMOL is kind of a... I won't say it's a focuser, per se, But it is a map.

And the map of the territory usually means an organizational work that we... we, unless we're. Not doing work, unless we're... in conversation, we're taking a break, or whatever. But generally speaking, we should be working on what's important, motivating, urgency, leverage, and low-hanging fruit. Leverage is the tough one, because most of us don't get leverage in what we do, because we don't understand it and think about it.

But the important thing is. is to know when you do a small thing, that it creates a big output, a big outcome. A, you know, more things happen as a result of doing one small thing. It's like people talk about financial literacy and the fact that we don't have it, not even in the developed world. They said, look, if you just budget, that right there will change everything about your finance. But, you know, how many people do it? We budget maybe during the day, because of the money in our pocket, but... or our bills, we try to get them paid, but, you know, that's the thing, we just don't really understand leverage at all.

You know, it talks about IML helps us avoid wasting time, energy, attention, motivation on the wrong problem, or the wrong next step, or just... you know, having our attention in the wrong place. You know, that's... that's something that's important. The PCC issue has... we came down to it, is, look. If you're... if you have task complexity, then you must have enough complexity in your capability to manage the task. And usually, it's more capability to manage the task, because it usually takes someone at a level above the problem to solve it.

Even though solving it creates a new problem, we still need, usually... it's very difficult to solve problems at the same level they're created, because the problem itself is something that causes us. It's a forcing function that causes us to actually develop. And it only chooses you when development is in the background of that process. So, can the person carry the next move?

It talks about the foundation work we have here, and I just explained that in a couple of sentences. Basically, helping principle, ready, willing, able, and fit. That's the one thing that I decided a long time ago, in my own efforts to help people, is if someone's not ready, willing, able, and fit. In other words, they don't have enough capability or capacity or potential if they're not. able in terms of maybe very specific strengths and talents that they would have. If they're not willing, motivationally, or if it's not a big deal, or they're just not motivated. And of course, the readiness comes from. has the problem, or whatever it is, got their attention? So again, without those things right there, it's... you know, in Nebraska, they say it's like teaching a pig to sing. It doesn't work, and it annoys the pig.

And so, the idea would be, is to make sure that you have that running in the background and testing for it before you get so involved in the helping that you end up solving the wrong problem, or you solve a problem that really doesn't exist. And that's the thing that we get into trouble with. So that's a very... that's kind of a just... some crib notes about what we need to do in terms of that. You can read through the rest of that,

this prompting thing is very important because you don't... you want to resist prompting. That's a form of inquiry that we all taught since the third grade. It's called interrogatory, who, what, when, where, why, and how. We... we've classified that as a prompt form of inquiry, and the idea is that's really. powerful and effective when you're doing transactional work. But most of us, if I told you. That the problems that were choosing you. Come from a place you're not. Beckoning you to go there. then you would say, well, we need to resist. It's premature to prompt. It's premature to transact when transacting is only going to magnify, or put more problems on the table, or do something like that. So we would resist prompting until we're sure that we found the right problem to solve.

And most of the time, most of us, the reasons problems persist in choosing us is we have not figured out what the problem is yet. And so problem finding and problem solving are two different things. That's a very important thing to kind of remember.

My team, we talked about that already, money, information, time, energy, attention, and motivation. Again, just thinking about my team. I realize that excludes others, but we all have my team, and we can have a group, my team, we can have an organizational mind team. Again, it just depends on what level you want to. Cast that as, in terms of, you know, where it needs to be considered.

And so we always think about my team, because it doesn't matter. someone is ready, willing, able, fit, and they have no resources to do anything. Someone really wants to learn something, but they can't afford the money to go to school, or things like that. So, there's a whole lot of pieces to this process working out well. And when you're helping. It's very helpful to know that the person being helped. doesn't have the proper My Team, which means that you change your helping as a result. So, the helping might be, is how do we help them find, the resources that they need? And that's... that's part of that process.

Right action, we talk about right action, you know, right people. right things, right ways, right skills, write spacetime, all that sort of stuff. There's a formal definition, but it's not here, but it

does do a good job of describing what right action is. Basically, before computers, people used to write Carl Jung letters. He's a Swiss psychologist who came up with a lot of great things in the world. you know, he provided the foundation for personality types and a whole lot of other things. The shadow work, individuation, all those kinds of things. But basically, he said people would write to him and say, what do I do? And Young just... tended to generically say the next right thing.

And so this is, you know, that's... That's... that's a great answer, but... and, I mean, it doesn't tell you what you should do, it just says, oh, yeah, the next right thing, and then we go look for that. And that's why inquiry is so important, is because we can... we can usually find out, what's that next right thing?

Okay. Talks about right action there. Here's another one that's... It's not basic at all, but at the same time, I have to help you understand this, because in terms of helping, we give a lot of advice. Advice generally doesn't work, and the reason it doesn't work is we have not specified the behaviors, the concrete behaviors necessary. We have not specified the cause and effect design. You do this when this happens. then you, through that behavior, will get what you need. But in order to do that, you have to have knowledge, skills, and experience in that. particular area, at least to the minimum level, and then the system itself has to empower you to be able to do that. I mean, there's so many people in organizations who can't do things because they're not empowered by the system to do it, and if they do do it, they'll end up outside the system.

an extreme number, I would say 90% of organizations are like that, because they have a certain culture, they have certain conditions that are applied in that culture, and there are certain requirements. And if you violate those. Even if it's... you did something great, you're not going to be there very long. So it's... it's really tough to give advice, but if you do give advice. Behaviors, design, knowledge, skills, and experience, and system dynamics. We call that BDICS for short.

They didn't put the acronym here, and the reason is, is people get tired of acronyms, but I remember diabetics. I mean, when you're looking at a complex system, you do have to remember some things, so you can't just rely on your, you know, your memory all the time, so you have to kind of Understand what these concepts are.

Okay, this means an advice is not enough. This is difficult, but once you see it, once you step away from what those... what the acronym means, CCR at BUCA, VUCA is basically a system where there's, you know, volatile, uncertain, complex, and ambiguous conditions. It was invented, I think. through DARPA, or... the military to talk about, you know, hey, these are not normal conditions, we're in VUCA, and then I added the piece from others that I learned... learned from and made it simple. So, CCR at, the at sign. stands for accelerating. So, culture, conditions, and requirements tend to accelerate in a VUCA condition.

So, in other words. The situation matters. That's what we're talking about in Ready, Willing, Able, and Fit. Fit to what? Fit to weight... fit to the situation that you have right now. You've always got to have that in the back of your mind, and you've always got to understand that people are, in fact. subconsciously, if not consciously, entrained on culture conditions and

requirements. What we have yet to understand is the accelerating nature of volatility, uncertainty, complexity, and ambiguity. It's kind of like, you know, if you ever saw the movie Armageddon, he asked, the guy who was explaining stuff to him, he said, please explain to me what the conditions will be like. And he went on about the temperature, and the G-forces, and all this stuff, and then he turned... the guy who asked me, he says, yeah, the most horrible? Situation ever. That's... I got it now. I think it was Owen Wilson was the character who said that. Okay, he could have just told me that. The most horrible, conditions ever. Well, that's kind of what we're going into right now. It's impossible! to navigate right now very well, unless you really have a strong sense of your purpose... helps us avoid the complexity and noise that is coming through CCR at VUCA.

And if you have a purpose, then you'll gradually move through this storm that is getting increasingly dangerous.

In basic language, what is the real situation asking for? Sometimes the issue is not inside the person. That's right. Sometimes we are just swept along, we don't have a paddle, the river's going, it's wild, it's flooding, we just have to hang on. Hopefully, purpose will be enough to get us through.

This is a really complex concept, but I tried to reduce the complexity by basically saying, look, ARIA. is a song is a concept of a song, a rhythm. And what I wanted people to understand is that life, work, play, help is a rhythm. And this rhythm comes out of this sort of orientation that we talk about in terms of purpose. As to what are we noticing, how are things connected? You know, is there something that you're trying to see happening? Does this fit now? Do we have support?

You know, that's the thing that's important. The reason I have the H in the parentheses, and you'll see a couple of other things if you stay in this system very long and have parentheses, that's to know that that's a background. So, in other words, helping is involved in attention, relation, intention, and alignment. It doesn't sit out here as a separate category, it's actually woven into this whole rhythm, this process, this helping rhythm, this aria, this song, this orientation before helping.

Understanding why it is we do what we do is such an important part of the process, because then we can understand that most of the problems that have emerged are the ones we created ourselves. Because of what we're trying to do. It's a very important part of things to be able to step back and see your role in things. Now, I'm not saying that's basic. What I'm saying is that it's there, and sometimes you'll need to be able to. Understand that the person has not yet reached that potential capacity and capability where they can step back and see that they're the ones that's causing the problem. Most people can't. Most people say, everything is happening to me. I had someone that we helped, and they've been really having a difficult time. But when you look at the situation over the years, they've caused all their own problems.

And this is the... this is what they can't understand, therefore they can't change, therefore the problems that have them are going to continue to choose them. It's almost like some kind of cosmic game, is that things choose us, and we... and we either... Realize that, and then begin

looking at why we were chosen, or what it was that was our role in that problem merging in the first place. If you don't budget, there's a good chance that you're going to probably make mistakes in finance. That's just all there is to it. Now, even if you budget, you can look forward to mistakes, too, because, you know, you can't control the CCR at BUCA. At the same time, at least you have a sense of purpose around it if you do have a budget. So, that's just an example.

I'm not saying everybody take away it. Mike says to go out and budget.

spark outcomes. This developed over a period of time, because what I was trying... in fact, this is more than. I'm thinking this is almost 40 years old. Not in this form. I named it Spark because I was thinking of Transformers, and the AllSpark, and the thing that is at the very root of everything, where everything gets their energy and stuff like that. Well, if you look at Spark, satisfaction, Purpose, Awareness. Results confident? Confidence? Those are. Now.

I did put results in there because it fits better with Spark, but you have to understand that results and well-being, just like well-being and enough. are the we in everything. In other words, so there... When we talk about. results, you go back to the work that was done, I think, by Porter Lawler in frustration, and they could not figure out whether satisfaction was produced. Before, performance, or performance was produced when there was satisfaction. And that's an interesting thing to think about, but that's how results and well-being get in there, in terms of performance. So that in organizational work.

You probably have to... add results in terms of outcome. I mean, even if the results are wrong, you still have to look at them, so... These are important things to understand, and then if you look at the helping functions... I know you can pause this video at any time and read the different things. Remember, I'm a tour guide, so I'm not reading all the science along the way, but you can, if you want, study this, because this will be really helpful to you, because. One of the reasons that Covey's work was so helpful, even though it wasn't widely applied, it was applied. pretty widely, but not... not that widely, because everybody would still be focused on 7 habits, if it was. But he did his PhD research. on... the last 200 years of the wisdom literature, and came out with some of the same things that intrigued me when I first started studying this 50 years ago.

And the idea was, is, why? What is there all to this? What is a good society? What's a great life? What should I be happy with and not happy with? I mean, all those kinds of things like that. And consequently, you end up with these things that stay true over a period of time. It's just like a lot of the things that have shown up in religions and wisdom work and all the things like that. Basically, his seven habits came out of that. In other words, he found that those seven themes. wove themselves through all these things we talk about in terms of quote-unquote, you know, goodness, which is one of the things that Maslow wrote about later on in his work, with the pyramid, you know. Beauty, Truth, and justice. I noticed that Elon, in his, discussions, have... has named three things, and I... I think they are close to beauty, truth, and justice. beauty, truth, and justice. Yeah, I think they're close to that. I'm not sure those are the exact words he uses, but again, that higher level of thinking that recurses back into what our daily actions should be. So again, we talked about the helping functions a bit.

I think... that I noticed a mistake here, and I'm going to point out all the mistakes so that we can get this done, but when we talked about this one, I thought it was odd. But... Let me show you something here. This is not correct. This belongs in helping functions and contributing moves here. So, protecting is in two places, but this is the wrong one, so we need to change that. We'll... we'll move contributing, we'll take out protecting, move contributing, guiding. Reaching out. And then, I think the last one here is wealth, which is why I found myself talking about it and not having talked about it before. is a play on words, like most of these, concepts are, humaning, you know, helping functions, those kind of things like that. In other words, wealth means well-being. and... enough wealth, enough money, enough... enough to do what needs to be done. And each... each one of us is going to have a different equation when it comes to wealth.

So I'd like to see us put wealth at the last one, and then take away protecting and move that up, so we can get that done, before you come back here again, and hopefully. You won't have to wait, for me to correct it.

I'm not worried about making mistakes. You know, Thomas Watson, the founder of IBM, he says if you want to double your success rate, you double your failure rate. You're not always going to know when you failed until after you failed at times. You're not going to know you made mistakes until after you realize you made the mistake. So, I'm not against failing, I'm not against mistakes, but I want to correct them as quickly as we can, so... So that we don't send the wrong message. That little reminder is that I don't have much time, but that's good, we're almost at the end.

So, we talked about the helping functions already. Breathe, I put in here because in the Marine Corps, which I am a former Marine, proud to be so, although there is a lot of, double-edged sword there. I mean, who sends their kid or encourages their kid to go learn to kill people? I don't know. I mean, it takes... it takes a while in your life to sort all that stuff out, but they did teach us to shoot well, and one of the things that they used was a term called brass. B-R-A-S-S. Breathe, relax, aim, slack, squeeze. And if I can remember it, after 50-plus years. 55 years, maybe, since I was there, you know that we were taught to remember something, and it makes sense, it's common sense. That's having to do with a rifle, but since we're not shooting rifles here. I've changed the acronym a little bit. to get us in a form that we could use to just remember to breathe. That's the concept. Just remember to breathe. If you breathe, you come back to center. Almost always. That's the whole idea behind breath anyway, aside from oxidating your bloodstream and all that good stuff.

Breathe means breathe, relax, alright? Breathe, relax. Equilibria, which... which is what those two would do. So equilibriate is kind of like the naming of what's going to be there, and then adjust. Think. home. and evaluate. The idea about home is returning to your purpose. The idea about home is returning to your strengths. Very important part of the process. So breathe is just a concept that helps us remember. You'll see that in our, thing with, The seven forms, it's pause and breathe.

If you remember to do that, the space will be there, you will recenter, you will send a message of centering back to the person that you're helping, and that's an important thing that can be done

when you're working with a lot of tension, and which you will have sometimes in your helping situation.

What you will practice, okay, that's a good thing to read through. That's what we're going to try to talk to you about and teach you. We'll use... we'll use very, very short sessions, and I'll get into that when we talk about the basic learning path before we start Session 1. And that will... I'll take you back through the ideas that we have, I'll take you through a little example, and then we'll get started with a real example. So that's going to end up the introduction. for, the basic practical, and I hope that that just sort of gives you some information, the types of things. Remember. I will not say that everything here is common sense. But it does make sense.

And the idea is to make it common, because every one of the things that I'm suggesting is a way to live your life differently than we have. in a lot of cases, been taught how to live our lives, even with the interrogatory. Don't try to solve problems by always asking who, what, when, where, why, and how, because most of the time, you'll solve a problem that doesn't need to be solved.

Helping is not solving. It's trying to understand, are we on the problem? Do we have something that when we do use resources, or my team, it will cause certain things to take place, rather than coming back again? You know, most problems recurse until they... because we get partial solutions. They keep recursing until they get fully solved.

And the idea would be is, well, isn't it better to prevent our efforts. and resources to go into solving something that is really something that could be prevented, or it would disappear on its own if we thought X, Y, or Z. ABC? You see what I'm saying? In other words, it's far less costly To make a problem disappear. than it is. To try to use the resources to solve the problem, especially when the problem itself is usually being caused by something that we're unaware of, a blind spot, as we say in the helping business.

So, those are things that I think you can think about. Hopefully this has been interesting to you, and hopefully you'll want to get involved with the rest of it, kind of watch how we. move this along. You're not being asked to do anything, so it's just a perfect place to reflect and watch. I know those of you that are active experimenters will show you how to use your AI to start experimenting with this right away, with your AI.

And of course, at some point in time, you'll be able to use our AI to practice and learn, and it'll give you feedback on this, that you won't get necessarily from your AI, because they're not pre-trained on this, where we're actually working on. a model that has been trained to understand this, although we're not... we're about 75%, 80% of the way. It's still... Tends to flatten certain things, and it doesn't... and it can't understand, because of what it's been pre-trained, counterintuition.

And a lot of what we're teaching you is counterintuitive. So, in other words, it's not common sense, but it makes sense, and that then can become common.

So, I'll wish you a good whatever it is, and this is Mike Jay again, signing off for Leadership University. Hope to see you again.

