

Building of the Architecture and Infrastructure for Bias

Here is how they are embedded in Work, education and Management design, and why training and workshop are slow and limited to bring change. Watch for how each premises seeds and propagates space and reason for bias (particularly racism, genderism, ageism, etc) **Pause and reflect: Reflect on how these work.**¹

We operate everyday based on assumptions we take for granted without testing them. “If we work hard, we will do well.” In the same way, we build entire societies, governing structures and organizations based on false premises we never challenge. And then we try to create **accommodations** for the side effects, fall outs, and damage the false premise set in motion. Not-for-profits often fill in the gaps, e.g poverty programs for lack of jobs, child care and health insurance. Laws and courts provide resource for people to sue for recovery. Causes are mounted and turn into movements based on the outputs of false premises. e.g. immigrants create more crime. There are four hidden false premises that are not so obvious but are the cause of all disagreements, conflicts, and violence on a personal, group, national and planetary basis. All bias, extinctions, destruction of inhabitation of living systems for all entities. They are correlated with global conflicts, disadvantaged clusters of people, and destructive behavior. Today we will see how it is causal and give you a start of what to do about it.

These false premises lead to a whole plethora of accommodations, adaptations, and, artificial constructions of reality, such as motivation programs, programs for circular economies theory, sustainability protocols, scholarships for disadvantaged. For these accommodations we spend trillions of dollars thereby depleting resources used to work on these diversions that ultimately cause scarcity, competition, and management interventions.

¹ We have designed and executed over 100 business with positive contrarian premises using Science of Wholes

*Thought creates divisions out of itself and then says
that they are there naturally. David Bohm, Quantum Physicist, Einstein's colleague*

There are four distorting social agreements which are based on false premises. And everything we (your and I) are each working on, in order to make the world work better for all species and system, are symptoms of these distortions, or they are accommodations to get around the solutions.. There are four heuristics by which we have come to know them.

- 1. Scarcity Theory: There is not enough to go around**
- 2. Fittest Humans are the Winners Theory: Survival of the fittest determines selection**
- 3. Intelligence Ranking Theory: Some are born and live as smarter, more gifted or talented than others**
- 4. Behaviorist Theory: Humans are blind to themselves and require external Correction and Motivation. ²**

Reflection: Which of these are you wedded to and could prove it? There is little research to support you.

Creation of Social Constructs

Sourcing Racism: These four false premises became accepted as social constructs because of three scientific and social movements that lead to adoption of their popularized theories. They came out of three Schools of thought which were embedded into institutions in early 20th century that were pass along as social

² (mechanisms, governance and manipulation like feedback, punishment, rewards) to behave for benefit of all.. AI humans are developable when within communities that evolve their self-directed will, being, and function, systemic critical thinking, inner capabilities and living frameworks and ableness to self manage.

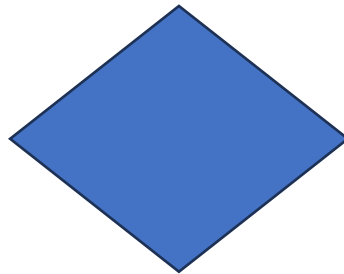
constructs and organizations that use them to do their work. They are built from a Science of Fragments, studying parts, variables and divisions of life.

- **Movement One: Behavioral Psychology-** The key characteristics are the requirement for objective observers, the belief that humans have no inner experiences only external; experts are needed to verify claims, most humans are trainable but intelligence cannot be changed. Motivation is external based on pain or pleasure.(Source: John Watson and Founders of Psychology and Behaviorism)
Error: Tested on animals, not humans, static, not living, self-serving professions.
- **Movement Two: Capitalistic Economics**—The key characteristics are that competition is innate and determines the characteristics that determines a specifies evolutionary path; there is a scarcity of opportunity and resources and not everyone can have what they want. There are winners and losers. Source: Darwinians and Adam Smith followers)
Error: not based on human and human capacities or cooperating species
- **Movement Three: Logical positivism/Newtonian Science and Method-** Key characteristics: observable (senses or instruments of senses), statistical average defines generic category or type. Change is direct and constant for movement on a physically plane, not at a distance or remote and invisible. You start with and test a Hypothesis or problem based. You have a control group and group within which you create static variables. It is necessary to simplify— create parts/fragments to study, the goal is to predict behavior and maybe outcomes, Source (Vienna Circle)

Four False Premises emerging from Three Movements

*Intelligence Error: Some are born smarter than others, becoming experts or gifted/Talented vs. **Essence based development, with no categories, is open-ended for all***

*Wealth Error: Scarcity Principle: **There is not enough to go around vs. growth and opportunity is evolutionary not expansive; singular***



*Winning Error: Survival of Fittest vs. **Survival of the Friendliest (research)***

*Behavioral Error: Humans have no inner awareness. e.g cannot accurately interpret self- (needing external conditioning) vs. **Conscious requires self-development overtime***

Ground: Scarcity— Wealth Error: Scarcity Principle: *There is not enough to go around vs. growth is open-ended where opportunity is evolutionary (not expansive); it is singular to each expression. If is a better solution for all and each, then evolutionary thinking creates it. Timing is conceived of as eternal*

Example: When we obsolete materials that are non-renewables with renewable we grow by evolution. When we grow people and use of materials, those materials may be scarce and depleted. Scarcity leads to debate, violence, and war. E.g gasoline fueled Learning how evolutionary growth works stops this drive to fight over resources.

Source of idea is capitalism. The opposite of scarcity is not abundance because that is just flipping a false premise to another false one, based on linearity. The idea is not about expansion vs not expansion. The great idea is singularly sourced by evolutionary thinking. Different kinds of growth. Expansion which is limited. Over evolution which is unlimited substitute and replace for better, more valuable option. We have taught companies to grow revenue by 35-65% while consuming 90% less material Resources.

Goal: Winning Error: Survival of Fittest vs. Survival of the Friendliest (research). While the phrase "survival of the fittest" is often used to mean "natural selection", it is avoided by modern biologists, because **the phrase is misleading**. For example, survival is only one aspect of selection, and not the most important for the species. Natural Selection is based on species and not individual animals. They don't act on one animal at a time. Especially among mammals with young. Cooperation, nor collaboration were not studied because did not meet the popular science of the times. Even more sophisticated co-creation of consortiums (often used to make war.) was not noticed. The collaboration of species was known and worked with among Indigenous people, but not Western scientists. Survival of fittest was based on incomplete science (some animals, not humans nor human capacities), outdated (not all animals were studied (e.g. bonuses) and many are standout diversions) and misinterpretations (from fragmented isolation, not working of specific in a VAP) and projections/genericize (of human onto animals or natural living systems)

e.g. Study of animals not humans, so without human cognitive capacities.

Mandated Education: Early 20th Century: What happened when they designed for humans. Designed competitions in education as if survival (failure was an option) and set up humans work to compete as individuals, not work in teams. And then graded and studied as individuals. All research is based on individuals competing against others. Those who fit into the competitive system survive but not those who benefit the whole. Animals learn from repetition versus other's knowledge you experience.

Only homosapiens and some animals have the specific cognitive abilities needed to cooperate, collaborate but could not study for that with our fragmenting science, (e.g. future casting, complex system understanding, Both humans and animals have oxytocin but its effect cannot be studied in a Science of Fragments; This was not studied because logical positivism scientific method (Science of Fragments) does not call for systems examination or allow it if cannot be accomplished with observable means.

Even Carol Dweck's' work on Growth is based on individuals not groups. And then not on human's unique functions.

Exercise: Check these premise with your experience of work and education design. How do they create the stage and values for racism, and other biases. What are the criteria for Work design and managemt where thisis difficult? How do you make it work for all, forever and for the business.

Criteria for Work Design (Structures, Systems, Processes) are:

Hierarchies of Contribution to Stakeholders, with required challenges so big it requires many across the organization to achieve them. Non-competitive work organization that organize work, pay, promotions. Hierarchies of contribution that are structured for collaboration. Competition is from the Science of Fragments vs Three C's (cooperaton, collaboration and consortiums) emerge from a Science of Wholes. No Top that narrows to limit access. No Ranking and rating for selection, promotion. No need created to compare. Everyone grows and develops as the contribute. No external evalabuion. e.g no competition, no limit on # who can play,

1.
 - a. Where do you run into the three movements and the premises.?
 - b. How do you manage yourself not seeing this as impossible?
2. Self-determining development, contribution evaluation through vs, competencies, r
3. Development plans based on Essence, singularly appied and guided organized around promises. Education is by being a CEO of projects and promises delivered.
4. Open-ended development and promises, always in a promise. No ranking, categories, or generic definitions of intelligence.

Direction: *Intelligence Error: Some are born smarter than others*, becoming experts or gifted/Talented vs. **Essence based development is open-ended** for all

Instrument: *Behavioral Error: Humans have no inner awareness. e.g cannot accurately interpret self- (needing external conditioning)* vs. **Conscious requires self-development** overtime. Same problem as 'darwin.Science of Fragments; Studies animals other mammals with human capacities included in system dynamics.
Need a Developmental focus, not behavioral

Why do we get stuck in scarcity theory:

One is [social proof](#). Humans interpret low availability that to mean the product must be good since everyone else appears to be buying it. The second contributing principle to scarcity is [commitment](#). If someone has already committed themselves to something, and then finds out they cannot have it, it makes the person want the item more. [Craving activated](#). Marketers are taught to give the brain craving experience of scarcity in time, volume and value availability.

Exercise: Is this irresponsible to stage craving by scarcity, limited access, ?

Heuristics

Heuristics are basically mental shortcuts to be able to make judgement calls quickly. We use heuristics to speed up our decision-making process when an exhaustive, deliberative process is perceived to be impractical or unnecessary. Thus heuristics are simple, efficient rules, which have developed through either evolutionary proclivities or past learning. While these “rules” work well in most circumstances, there are certain situations where they can lead to systemic errors or cognitive bias.^[4]

According to [Robert Cialdini](#), the scarcity heuristic leads us to make biased decisions on a daily basis.^[9] It is particularly common to be biased by the scarcity heuristic when assessing quantity, rarity, and time available. Like income and financial wealth

I am defined by myself. My body was born into a Place, into a designated and/or experienced gender, body with some ableness and some limits, to associated with some thatre not me. I identify with my ableness.

Competition invokes:

Exercise:

Think of an event where you were in a competition for a limited opportunity defined and was being evaluated by others. What was used as infrastructure you had to meet and how the competition was evaluated and decided

What did it call forth in you? What were the restraints faced out of you at first second and third line groups?

How were the four false premises at play and affecting outcomes, opportunities and biases.

Select an accomplishment you feel most fulfilled by? One you set the course and outcomes. What did it draw out of you.

Reflecting on the two events.

Where was motivation focused and elevated by?

What were the difference in restrains?

Which did you grow and development and what way? Difference in value of each

Difference to beneficieares beyond the organization delivery the value

What are criteria you would offer to build a non-competitive infrastructure based on

Hierarchy of Contribution vs Higher of Competition.

How might you structure to evoke growth and development.

For Inspiration, Not Design

Criteria for Hierarchy of Contribution - open-ended contribution, evolution, and return personally, just as there is for entrepreneurial ventures in place. Image a small town serving all citizens.

- 1. Individuals, in context of developmental infrastructure, are self directed in work (development, promises)**
- 2. Offering and contribution is led directly by the energy of the contributor and the beneficia. E.g buyer, customer, buyer node and their strategy and pursuits**
- 3. Has different level of potential and return in a matrix that is open ended.**
- 4. Draw and develop the team need to realize plan to buyer node**
- 5. Defines purpose, products, process and capability needed and built for their Place (small town)**
- 6. Include how evaluate for external results, outcomes and effects in stakeholders and nodes working for?**
- 7. Pay is determined by annual 1) market rate—competitive field for producing, delivering, and servicing business offerings. 2) personal contribution of individual to match market plan realized, 3) gain sharing % based on Strategic return to business, by involvement in growth factors.
(CF, M, E)**

Exercise: Setting up a project for Change for your organization. Or the infrastructure for everyone in your to have a project

How structure to be a hierarchy of competitive based on false premises vs hierarchy of contributions. And everyone in organization is doing

What is the effects on bias

If have to climb to top, so...

1. I have to appear more matching to the top among those from who being selected, so I compare and present myself to match pattern
2. I need a tribe to not been along so join with what I identify with, whether an artificially contrived or more safe with (survival os the 'fittest'. Who promise the most.
3. Have others compare others for me with promises made for "I owe you one" so tit for tat. Construct narrative
4. Chose sides and rationalize the side.
5. Create Identification with best preservation or ego fit.

Levels of Energy

At each level of energy and w, b, f for each of four errors and four Developmental premises

Vital

Automatic: Worry about managing systems, evaluation and planning typical management functions

Sensitive: Human Centered, Create a flattened hierarchy or participatory processes to get

Conscious: Link all members of organization directly to specific buyer/user noded

Creative: Development ongoing basis to use