

Appendix D - Building a New Paradigm
Excerpts from Chapter Five of
American Democracy: The Declaration, Pursuit, and Endangerment
(containing some editing & removal of endnotes)

Part III: Making Progress
Chapter Five:
Building a New Paradigm

SOME BACKGROUND ON BUILDING A NEW PARADIGM

Building a new paradigm is a discontinuity in discipline development. It can be a paradigm shift as discussed by Thomas Kuhn in his *The Structure of Scientific Revolutions*, or it can be along the lines discussed by Steven Jay Kline in his *Conceptual Foundations for Multidisciplinary Thinking*. Kline identifies eight steps in the development of a discipline. Four, not necessarily taken in any particular order, are as follows:

1. Selection of a class of systems with an associated set of problems...
2. Observations of the behavior within the class of systems...
3. Organization of the observations into taxonomy...
4. Formation of “rules” that describe the phenomena within the taxonomy, either as a whole, or for particular subdomains. [See pages 199-200]

The “rules” concept refers to a very broad array of relationships defined with various degrees of rigor. The other four steps refer to the process of refining the rules in order to better represent the system. Depending on the complexity of the system, one may develop a “grand theory” or settle for descriptions of relationships that represent behavior associated with a set of problems.

Some Steps Already Taken

The Class of Systems. The *Class of Systems* under discussion falls into three related categories. The first is the individual’s choices as to the selection of balance pursued between self-interest and community-interest. The second is the emergent properties of the selections made by members of the communities/networks at the various levels of networks in the society. The third is the information and the energy developed and disseminated among the various networks in the system.

An Initial Organization of Some Preliminary Observations. An initial organization of some preliminary observations indicates a range of individual’s selection of balance pursued to be from very selfish, short-run interests including law violations to selfless commitment to others. We may think of the commitment to others as *caring*; as in a range of behavior as to the *caring* about others. The demarcations would also include the relationships to the others. The categories

could be stepped by degrees, but a third dimension added that includes resultant emergent properties when the dominant cluster is in the stepped category. The result would be a three-dimensional matrix.

The emergent properties could be the extent of social capital and/or the level of social technology. The concept of social capital has been discussed in the earlier chapters of this book. The concept of *social technology* is discussed later in this chapter.

The thesis is that in the new paradigm, the extent of development and dissemination of the understanding of ***the impact of the emergent properties from the views held and the choices made will impact the productivity of the society***. The optimal balance point will vary by society depending on its values, talents, and environment.

The Rules Describing the Phenomenon within the Taxonomy. The rules describing the phenomenon within the taxonomy are the rules in the operation of complex adaptive systems as embodied in *complexity science* and the *science of networks*. The really difficult part of this is that we are dealing with non-linear systems producing emergent properties. A fine discussion of the emergence as exemplified in checkers and neuroscience is provided by John H. Holland in his book *Emergence: From Chaos to Order*.

Since what is true of part of nature is true of all of nature, we can use the analogical discussion in the third chapter, *An Analogous Model of Society*, as a departure for articulating the rules under which the system operates.

The Line of Reasoning

The line of reasoning under development is that an organ, or other part in the system, relies on other organs and parts of the system to perform their functions in order to thrive, or perhaps even survive. Consider human biological examples ranging from tissue failure to heart failure. The tissue failure could be of minimal impact, or it could be disastrous as with some cancers.

The healthy system has the ability of restoring balance from some disturbances, and the level at which balance is achieved depends on various strengths in the system. Now, in viewing the societal system, consider team efforts as in football and the level of inputs from the members and the emergent properties. The social capital makes a difference as well as the individual talents.

In a societal system such as a political-economy, the productivity of the system depends in some measure on the capabilities of the people in various specializations, the societal technologies (as well as the physical technologies), and the incentive systems for the individuals and organizations. The level of balance that the individuals see as being in their interests influences their motivations for production, and that includes the reciprocity of the system, not only in their direct

compensation, but in the environment as it affects their quality of life, and those they care most about.

Information and energy are critical in the societal system as well as the biological system. The information in the biological system can be in a simple binary form, but in societal systems it goes well beyond the binary level. It goes to faith and knowledge of varying qualities. The faith may be spiritual or religious, or it may be a reasoned faith containing elements of uncertainty. Reasoning may lead to a belief in paths of lesser uncertainty when patterns have become reasonably established, but qualities of the knowledge may vary widely.

Some Impediments to the Process

Some impediments to the process were referred to earlier including the quotation of a statement by Max Plank and the situation discussed with regard to the cancer research by Mina Bissell. Here is the penultimate paragraph from the second chapter:

As will be noted in the third, *An Analogous Model of Society*, in the section on “Changing Beliefs,” there are two quotes that indicate the existence of a great challenge. One is that from Max Plank: “A scientific truth does not triumph by convincing its opponents and making them see the light, but rather because its opponents eventually die and a new generation grows up that is familiar with it.” The other is from cancer researcher, Dr. Mina Bissell, about whose research and ideas a *NY Times* article was written. The statement is **“The people who are successful become vested in their ideas.”**

Another relevant quote is near the end of the fourth chapter. Here are some excerpts:

A contemporary statement is in a book by Michael Lewis, *Moneyball* (2003) ... referring broadly to psychology and economics (really behavioral science) but particularly in the case of the baseball draft decisions... ” There was, for starters, the tendency of everyone who actually played the game to generalize widely from his own experience... Thirdly — but not lastly — there was the bias toward what people saw with their own eyes, or thought that they had seen.”

As a final quote on the impediment, consider a discussion of scientists in Edward O. Wilson's book *Consilience*, “Grants and honors are given in science for discoveries, not for scholarship and wisdom.....The same professionalism atomization afflicts the social sciences and humanities.” That is from page 42, but it is preceded by a discussion of the “enormous success of reductionism, its key method, worked perversely against any recovery of the Enlightenment program as a whole.” We may classify the problem in academia as the silo syndrome. Some of us have been advocating an interdisciplinary approach that includes blending nascent disciplines.

Kuhn makes the point that generally researchers are pursuing topics that are amenable to the tools they have available. Retooling is expensive. The following, an excerpt from the work noted in the endnote after the discussion of the Kline perspective...

...THE APPROACH TAKEN HERE

The approach taken here is to consider the start of what may become a new discipline, ***Societal Biology: The Body and Mind of Society***. Before outlining the analytical structure, presented in the box that follows, there is an excerpt of a memo

in the form of an essay in which it was used as a phrase that may be viewed as the predecessor to *Societal Biology*. It was alluded to in the context of some philosophical discussions dealing with the Housing Bubble, the Capital Market Freeze, and The Great Recession: ...

...A further discussion of concepts for fostering discipline development is in an extensive endnote. In short, the Kantian perspective deals with the idea that knowledge begins with experience, but it does not necessarily arise from experience. It requires reason and science as a route to developing knowledge. However, a great deal depends on the perceptions of what is observed. Langer discusses the presentational form as in pictures and maps used for observing as compared to the discursive form, the analytics in words and number. The complexity of the situation is so great that in the case of biology, the diagrams as in the appendix by John Khosh, are quite instructive of the complexity; or consider a map of airline routes in a hub and spoke system to indicate routes from a point of origin to a destination in a network.

The contention here is that since we are dealing with complex adaptive systems, and emergence is the critical process — a mysterious process — a representational form along with discursive analytics for components is essential for communicating the nonlinear relationships. In a book by John H. Holland, *Emergence: From Chaos to Order* emergence is discussed using games such as checkers and chess to illustrate the use of rules in a complex adaptive system resulting in the ability to detect patterns of moves in the game. The same approach is used in neuroscience. Essentially, models are developed...

Agent based models, a form of computational model, may be used to simulate emergence from a network at one stage micro to the macro network that results with emergent properties... These are concepts essential to an analytical structure for the paradigm to be developed.

The Analytical Structure

The analytical structure for ***Societal Biology: The Body and Mind of Society*** is built upon a series of layers of networks of our outer world that are analogous to the layers of networks in human biology starting from cells and on through tissues and organs to the whole person in the form of the person's inner world.

The layers in the outer-world series may be of diverse natures including communities of various types and scales, organizations for diverse purposes, and layers of government. The structure is a complex adaptive system in which interactions at various levels of networks produce emergent properties at levels macro to the generating micro level.

The interaction of information and energy result in patterns of changes in outcomes at various point in the evolutionary process of the system. Understanding these patterns is a challenge similar to understanding the patterns of the inner world.

The Linkage. The linkage between the inner world and the outer world is critical in the analytical system using the principles from biology in understand the improvement of outcomes through altering the structure of the system. That linkage is built upon the results of the interaction of the decisions of individuals.

The thesis is that there is a neurobiological foundation in the human nature of each individual, and that along with reasoning and knowledge leads to choices of behavior; these choices interact at various levels of the networks in emergent processes from layer to layer of the networks of the structure, and as a result there is an evolution of the structure.

There is also an evolution in the human nature of individuals prompted not only by the internal processes, but also by the externalities of the culture. In other words, the genes and meme are part of the evolutionary process. Furthermore, the cognitive ability bolstered by education and reasoning enters into the process that has the capability of improving deliberate choices.

Before turning to a discussion of the inner world in order to outline the framework that is the departure for an analogous structure of the outer world, the foundation for the linkage is expressed in a discussion of the work of Antonio Damasio in his book *Looking for Spinoza: Joy, Sorrow, and the Feeling Brain*. In it, on page 170, he provides an extensive quote "...from Proposition 18 in part IV of *The Ethics*...[which] ¶ At first glance ...sound[s] like a prescription for the selfish culture of our times but nothing could be further from their real meaning. As I interpret it, the proposition is the cornerstone for a generous ethical system."

Damasio goes on to explain noting that he would rewrite Spinoza's proposition as follows: ...

...[p.71]. He continues in the same paragraph to note that this foundation of virtue in the social structure is in the context of a complex organism with an "interdependence with our own organism." Later he notes that "Happiness is not a reward for virtue: it is virtue itself [p.175]." This is explained in part by the idea that acting in response to the self-preservation tendency leads toward establishment of a social contract furthering happiness viewed as being free of "the tyranny of negative emotions [p.175]."

The Inner/Outer World Analogy. The key organ in the inner world is the brain. It serves as the control center for the human body. The mind is the brain at work and operates as a result of emergent processes. Damasio, in a later book, *Self Comes to Mind: Constructing the Conscious Brain* wrote:

In brief, the conscious mind emerges within the history of life regulation. Life regulation, a dynamic process known as *homeostasis* for short, begins in unicellular living creatures, such as a bacterial cell or a simple amoeba, which do not have a brain but are capable of adaptive behavior. It progresses...From there on, an organized self process could develop and be added to the mind, thereby providing the beginning of elaborate conscious minds [p 27].

The mind, as the life regulation system, exists for societies. In the case of our focus on the American society today, we have a societal mind operating through formal regulation and informal networks of culture that structure the environment. That structure operates to influence the decisions of individuals and organizations micro to the macro networks.

The body of the system is composed of organs, each of which is its own complex adaptive system. These organs interact with each other much in the same way as the heart, lungs, and stomach in the human body interact along with the other organs of the body. For our society, the three main organs in our discussion are the economy, the political structure, and the sociological network of organizations.

In terms of discipline development along the lines of complexity science, for the major social sciences, sociology may be the farthest along in integrating analytics of complex adaptive systems. The next most developed social science in this dimension may be economics with the nascent branch of complexity economics. As for political science, some of the ideas are integrated as has been the case with the other two disciplines, but it is unclear that a branch has sprung forth in its own right.

Taken together, these three established disciplines and the nascent branches, are developed to whatever stages, for the core of *Societal Biology*. However, the really difficult integration is that of the neurological sciences to discover the patterns that emerge from extant behavior. Drilling down in the system is not quite a reductionist approach because it is in a complex adaptive system. However, the systemic structure can be analyzed starting with individual behavior, even though individual behavior is the emergent property of the human system. But, an aggregation of individual behavior won't work. It will take something along the lines of an agent-based model to deal with the patterns of emergent properties.

Changes in group behavior, and differences in behavior among individuals, are evolutionary processes. It operates both on an individual basis and on a cultural basis. It starts with the imbedded value systems, but operates along the lines described by Damasio in his explanation of the quote from Spinoza's Proposition 18 that started with "I hold these truths to be self evident..." That was in the preceding discussion of "Linkage" in the section on "Analytical Structure."

After the discussion of an envisioned societal structure, we turn to a discussion of team building as a route to the development of the new discipline of ***Societal Biology: The Body and Mind of Society***. That leads to a first discussion draft of a *Declaration of Reform* as a foundation document to be used in an attempt to deal with the cancer of injustice in our society that includes applications of the to-be nascent discipline. It is built on the same principles as the Declaration of Independence, but focuses on empowering the populace through knowledge and participation in governance to contain the spread of malignancy in society.

Preparatory to that team building discussion focused on the advancement of knowledge, there is an addition to the literature that focuses on a team of teams.

Team of Teams. Team building is a linkage between the individual and the team. Its cohesiveness affects the group's productivity. Teams of teams takes the process to the next higher layer of networks. A book released in 2015, titled ***Team of Teams: New Rules of Engagement for a Complex World*** by General Stanley McChrystal (U.S. Army Retired) and others, focuses on the application of the concept by the Joint Special Operations Task Force in 2004 under the leadership of General McChrystal. However, after discussing Adam Smith's innovation of specialization in a pin factory and Frederick Taylor's managerial innovation of time and motion studies, the book moves from productivity in those linear systems to problems in nonlinear systems where complexity reigns.

The book discusses that the nonlinearity worked well for General Motors in its early years, but became inadequate as the vehicles and society became more complex. The implications of the faulty ignition switch were unknown to GM because in its hierarchical structure there was not the cross-departmental knowledge. Ford made the transition to flattening the structure enough to get some cross-departmental communication. This was after we were hearing about Japanese organizational innovations in formation of teams in the production process.

The New York Times has a scathing article on the failure of the federal regulators to intervene in a timely manner to avert deaths from a General Motors snafu with the ignition systems. The article, "Audit Faults Auto Safety Regulator For Failures" appears in the June 20, 2015 Business Day section starting on page 1. The story criticized the regulatory agency for not thoroughly screening complaints, verifying manufacturers reports relating to potential defects that could be related, and further criticisms. A reading of the ***Team of Team's*** book would indicate that GM's organizational structure was not amenable to their identifying the complexity of the situation and the hazard of a minor cost saving.

Societal structure at all levels impacts emergent properties from the interactions taken. Societal structure also impacts outcomes in the absence of sufficient information useful in improving outcomes. Understanding the system makes a big difference.

An Envisioned Societal Structure

An envisioned societal structure might be labeled as *American Democracy as a Civil Society*. The key is the civility of the society in a balance between self-interest and societal interest. The closer the self-interest is to being enlightened, the better the balance based on the criteria including productivity, reciprocity, and justice.

The key question is the process of going from "the self comes to mind" (as through reason or faith) to building social capital and enhancing social technology so as to improve the outer world which in turn will favorably affect one's inner world.

Such a structure would be built on the moral commitment to equality of access to government as a vehicle for liberty and justice for all. But, it goes beyond government as a vehicle — it goes to a moral commitment to structuring a *civil*

society that includes non-governmental organizations ranging from coalitions of interfaith groups pursuing social justice to coalitions of foundations committed to development and dissemination of knowledge to (1) improve the functioning of the political-economy and (2) to support of innovative programs designed to help those in dire straits, and (3) to innovate in programs that would do more to avert people falling into dire straits.

On this last goal in improving the structure of the society, consider an example of unnecessary consequences of the dysfunctional nature of our society. The Great Recession was not necessary. We did not learn from the Long-Term Capital Management debacle, and did not use the lens of complexity in regulating the system. Nor was that morality adequate in business on both sides of some loan creations, and the creation of derivatives and their marketing, enough to avoid the debacle. Consider the case of Shaneshia Taylor who lost her job as a result of the Great Recession.

The Shaneshia case as described in the front page of the business section of *The New York Times*, in an article dated June 21, 2014 by Shaila Dewan titled “A Job Seeker’s Desperate Choice” included the following excerpts: “All at once, Ms. Taylor had become a symbol of both economic desperation and shirked responsibility. Her story became fodder for polemic and preaching....¶... Ms. [Shaneshia] Taylor described how her life had slowly disintegrated during the recession, with low-paid jobs and irregular hours.”

The case was a desperate choice to appear for an appointment for an interview after someone who had agreed to take care of her two youngest children failed to live up to her agreement. In deciding to go to the appointment anyway, she left her two children in her car for a little over an hour and was arrested when she returned. It is a complicated case, and there is more than one question of justice and injustice.

Referring back to the second chapter (The Declaration Encore Calls for a New Paradigm) in this series, here is an excerpt: “The pursuit of the ideal is a journey, or as Isaiah Berlin wrote in his *The Crooked Timber of Humanity’s* opening chapter titled “The Pursuit of the Ideal:”

The best that can be done, as a general rule, is to maintain a precarious equilibrium that will prevent the occurrence of desperate situations, of intolerable choices — that is the first requirement for a decent society; one that we can always strive for, in the light of the limited range of our knowledge, and even of our imperfect understanding of individuals and society. A certain humility in these matters is very necessary [pp. 17-18].

The criminal justice system saw it as the violation of the law — leaving very young children unattended in a car where the interior temperature was rising. The prosecutor had some discretion, but chose to prosecute even though an understanding of the Shanensha’s situation would have revealed that she was faced with only bad decisions.

Consider that the injustice was in the social justice system of the political-economy that made its bad decisions. The Great Recession, resulting from the housing bubble and financial crisis occasioned by a multiplicity of forces including inept government, left an aftermath of a societal structure that produced the conditions leaving Shaneshia and millions of other Americans of the middle class faced with only bad decisions.

To some extent the private sector has softened the blow in the Shaneshia case and that of many other Americans. But, more needs to be done in both the public sector as well as the private sector with (1) changing the structure that generated the bad choices, and (2) providing the emergency options that would include options of avoiding only bad decisions. That would be social justice, and we need to pursue it more vigorously, and with a greater understanding of the system.

The structure requires a reliance on societal networks committed to virtue that entails the element of righteousness prevalent in America's civil religion as well as faith and reason. Typically, metropolitan police departments, focused on law enforcement, but not trained in provision of social services are called upon to intervene in situations in which a social service agency would be better equipped to deal with the issues.

The rise of the "defund the police" movement in 2020, while triggered by abuse of power by police, especially by dealing with racial minorities, is a call for a redesign in the provision of societal services. Incarceration in the United States is about double that in some European countries that have a different perspective of law enforcement. The issue goes beyond selection of public agencies to provide urgent aid when regulations are abused; it goes to a societal design that would lessen such occurrences. Consider the Shaneshia Taylor case, the unnecessary Great Recession, and only have the options of bad choices.

Our societal design has emerged from a power structure in which legislation and law enforcement are heavily tilted towards the benefit to the rich and powerful rather than an equitable representation of the vast majority of the population. Civic engagement will be discussed as part of the call for a Declaration of Reform.

TEAM BUILDING IN DEVELOPMENT AND DISSEMINATION OF KNOWLEDGE

The concluding section of this chapter resembles a commencement address at a college graduation in that while its occasion is the formal end of a particular educationally-related process; it marks the beginning of the next phase of the development and dissemination of ideas for class being addressed. It differs substantially in that the class being addressed includes scholars, who in a multiplicity disciplines, have successful careers in developing and disseminating knowledge in their specializations.

Getting a Turning Point

There is also a resemblance to the space program that astoundingly was able to accomplish the feat of getting a man on the moon — a man actually walking on the terrain. That feat was accomplished by a process which organized the teams of experts by blending representative from different disciplines within the teams rather than what is now or becoming an archaic structure in academia (the silo structure) and to some extent in business organizations.

There is a potential for a turning point in the social sciences akin to the turning point in the physical sciences where the rate of progress accelerated with an acceleration of the acceleration. If one plots the speed by which man has traveled as a surrogate for the rate of progress in the physical sciences, the curve occurred with jet propelled flight. The space program was a combination of social technology as well as physical technology. The social justice program countering the emerging cancer of society calls for a similar blending of disciplines, including nascent disciplines.

That the rate of progress already accelerated was clear at the turn of the century. Acceleration of the rate of acceleration has yet to be demonstrated. But this treatise is a call for the formation of a leadership team, perhaps numbering 36 persons, not only scholars in the requisite disciplines, but practitioners and enablers in societal change. Think of them as a counterpart to a selection from the Continental Congress who instead of drafting the Declaration of Independence will draft a paradigm as background to a Declaration of Reform.

A Declaration of Reform

Such a ***Declaration of Reform*** might start off along the lines of the following:

Whereas in the course of events the injustices of a free democratic society eroded the political rights of the populace, depriving the majority of equality of representation through a malstructuring abilities to effectively achieve representation; and whereas equitable distribution of the fruits of economic distribution is denied through a structuring of the regulatory system that is deficient in balancing the natural forces of the market, now therefore it is resolved to assemble an array of scholars from a variety of disciplines that by being blended can provide a better understanding of the organic functioning of society in its evolutionary process, and along with enablers and practitioners with abilities to foster societal change enhancing social justice as envisioned in the Declaration of Independence and facilitated by the Constitution and Amendments thereto, along with such appropriate changes as are necessary for the ideals of liberty and justice for all.

Since this was written about six years ago, a great deal has happened. Some of it was simply a continuation of the trend identified about a decade ago in the study of the subprime crisis and capital market freeze. Then about eight years ago, the first of the essays that is ensconced in this trilogy as an appendix was written (Liberty

and Justice for All—Some). It was followed by an essay titled “Divisiveness in America: The American Democracy on the Road to Dystopia.” They are now the first two appendices to the trilogy’s third book.

The trilogy discusses a great deal in the context of the pursuit of justice, but the trend of results of the 2016 election became clear by the end of 2017 when the only significant bit of legislation of the new administration passed was in the form of a so-called tax reform. That triggered what is now the timely trilogy’s first book, *Common Sense Revisited: America’s Third Revolution*.

A dramatic change is occurring this year (2020), with the pandemic and the associated recession underway. Those are discussed in in two overview essays (*IT IS TIME TO DECIDE!* and *Great Danger Emerges*) beyond the central overview essay focused on the timely trilogy, *American Democracy Endangered*. All of this leading to the discussion of a project started two years ago by the American Academy of Arts and Sciences, resulting in a recently released (in June 2020) of the “final report of the bipartisan Commission on the Practice of Democratic Citizenship. It includes 31 recommendations to strengthen America’s institutions and civic culture to help a nation in crisis emerge with a more resilient democracy.”

That report presents six strategies oriented to action that will alter the structure of the system. They are identified (with links) as follows:

Strategy 1

Achieve Equality of Voice and Representation

(<https://tinyurl.com/ycx5rm4q>)

Strategy 2

Empower Voters

(<https://tinyurl.com/y9za6flh>)

Strategy 3

Ensure the Responsiveness of Political Institutions

(<https://tinyurl.com/ybpzzjpc>)

Strategy 4

Dramatically Expand Civic Bridging Capacity

(<https://tinyurl.com/yc4osmy5>)

Strategy 5

Build Civic Information Architecture that Supports Common Purpose

(<https://tinyurl.com/yb2g96b9>)

Strategy 6

Inspire a Culture of Commitment to American Constitutional Democracy and One Another

(<https://tinyurl.com/y94wouef>)

In large measure, that two-year project, accomplished a great deal of what was envisioned in the concluding phrase illustrative draft for a Declaration of Reform. That phrase is as follows: “...and along with enablers and practitioners with abilities

to foster societal change enhancing social justice as envisioned in the Declaration of Independence and facilitated by the Constitution and Amendments thereto, along with such appropriate changes as are necessary for the ideals of liberty and justice for all.”

This educational innovation project is supportive of the American Academy of Arts and Sciences, particularly in its work through its bipartisan Commission on the Practice of Democratic Citizenship. By happenstance, by June 10, 2020, massive demonstrations protesting “Dysfunctional Systems” inspired hastening the completion of an essay dealing with the evolutionary process.

The essay, *Unity Counts*, was about halfway drafted. The June version was updated in September. Its four sections are titled (1) Now Hear This; (2) An Evolutionary Process; (3) An Educational Innovation; and (4) Analytical Systems and Action. The three subsections to “Now Hear This,” titled (1) Massive Demonstrations; (2) Dysfunctional Systems; and (3) The Voice of the People. Here are the two opening paragraphs from the essay:

Unity counts, and so does voting. But they are not enough. It will take a systemic evolution to save our freedom. That evolution may have already started. The first clue is the massive demonstrations. They are an emergent phenomenon arising in the environment containing the combined impact of the pandemic and the recession.

That deterioration of environment had already disproportionately affected the black portion of America’s population. It was in this environment that the public viewed an outrageous abuse of police power. That injustice led to a needless death inflicted by a police officer who had the suspect under control, handcuffed and on the ground. The police officer, now charged with second-degree murder, persisted with the stranglehold using his knee for more than eight minutes, while the victim was pleading, “I can’t breathe.” Three other police officers stood by while the crime by the police officer was being committed; and not one of them attempted to try to save the life of the suspect who was allegedly being murdered.

The September update is [or will shortly be] posted on the Motivated Learner Platform. It contains the following:

...Bob Woodward has come out with his book, *Rage*, in which, according to a Wall Street Journal article (September 10, 2020) by Rebecca Ballhaus, *Trump Says He Played Down Severity of Covid-19 in Public*, an excerpt from the article (the second paragraph) states:

“I wanted to always play down,” Mr. Trump told Mr. Woodward on March 19, according to audio recordings of the interview and by CNN on Wednesday. “I still like playing it down, because I don’t want to create a panic.”

Later in the article, here are two more paragraphs:

On Wednesday, Mr. Biden said Mr. Trump’s comments to Mr. Woodward showed he had “lied to the American people.”

“He knowingly and willingly lied about the threat posed to the country for months,” Mr. Biden said during a campaign event with autoworkers in Warren, Mich. “He failed to do his job purpose. It was a life-and betrayal of the American people.”

Each reader makes her or his own judgment as to motivations and judgments. However, Americans suffered for more infections and death rates than the other advanced nations.

The second crisis is the recession that arose earlier than expected because of the necessity of a stay-in-place approach, and other measures to deal with the spread of the virus. The dysfunctionality of dealing with recession avoidance and recovery started before Mr. Trump took office. In recent history, the failure to understand the organic nature of the political economy goes back about a quarter of a century. It started because we didn't really learn much from the experience of the Long-Term Capital Management fiasco...

The section on the educational discussion had not been started, but the American Academy of Arts and Sciences expedited hard copy delivery of the report. So, not only has the *Unity Counts* essay been posted on the Motivated Learner Platform, but a review of report has also been posted. That 27 page review integrates some of the reports discussions into the Declaration of Reform approach taken in the trilogy.

In addition to *Unity Counts*, numerous other items are, or will be, posted on the Motivated Learner Platform of the DEEP website, as will an excerpt from this chapter. The educational innovation, of which this trilogy (*American Democracy Endangered*) is a part, is designed to facilitate the motivated learners delving deeper to better understand complex adaptive systems. It starts with a relatively simple linking process to improve the productivity of the motivated learner. But it goes much deeper as is discussed in the epilogue. In short, the intention of this project is to demonstrate that use of third wave technology for use in education can contribute to better outcomes in a variety of choices of how to deal with complex adaptive systems. In short, this endeavor is designed to foster utilization of third wave technology contributing to better outcomes of the endangerment of American Democracy being used as a case demonstration. It all may be viewed upon as a continuation of the efforts to better understand the system or to prevent the damage to the quality of life in many dimensions.

Its relevance is indicated by the third paragraph of the essay, *Unity Counts* as follows:

All of this exists in an environment in which the dysfunctionality of the human species, and the dysfunctionality of *The Great Experiment*, American Democracy, has placed us in two crises. The first crisis is the pandemic. Globally, an excellent overview of how the world is doing is provided in a couple of pages in the Sunday Review section of *The New York Times*, May 31, 2020. It is authored by Thomas L. Friedman, and titled “The World is Broken: Greed and globalization set us for disaster.” The four parts are titled

as follows: (1) Sept. 11, 2001; (2) The Great Recession; (3) COVID-19; and (4) Climate Catastrophe.

The intent is to better enable all Americans to exercise their unalienable rights to life, liberty, and the pursuit of happiness. The process may require a paradigm shift from the misconceptions prevailing as to the nature of things, especially among the regulators and those of substantial influence through access. Furthermore, it may require a mode of language capable of communicating complex ideas in understandable form, not only to those in the regulatory structure and with substantial access, but also to the populace so as to better empower them to making wise decisions.

The ideas of the ***Declaration of Reform*** might continue along the following lines:

Furthermore, it is therefore resolved that the team will develop and disseminate the body of knowledge to the society as a team writ large so that its self-organization in empowering its representatives will do so in a manner favoring the flourishing opportunities for all on an equitable basis. And, when a creative destruction is involved in societal transitions emerging from technological innovation, societal innovation will equitably deal with the fallout.

Since becoming acquainted with the nature of the That essay, *Unity Counts*, will be posted on the Discussion Platform of the DEEP website, as will an excerpt from this chapter. The educational innovation, of which this trilogy (*American Democracy Endangered*) is a part, is designed to facilitate the motivated learners delving deeper to better understand complex adaptive systems. It starts with a relatively simple linking process to improve the productivity of the motivated learner. But it goes much deeper as is discussed in the epilogue. In short, the intention of this project is to demonstrate that use of third wave technology for use in education can contribute to better outcomes in a variety of choices of how to deal with complex adaptive systems. In short, this endeavor is designed to foster utilization of third wave technology contributing to better outcomes of the endangerment of American Democracy being used as a case demonstration. It all may be viewed upon as a continuation of the efforts to better understand the system or to prevent the list damage to the quality of life in many dimensions.

Its relevance is indicated by the third paragraph of the essay, *Unity Counts* as follows:

All of this exists in an environment in which the dysfunctionality of the human species, and the dysfunctionality of *The Great Experiment*, American Democracy, has placed us in two crises. The first crisis is the pandemic. Globally, an excellent overview of how the world is doing is provided in a couple

of pages in the Sunday Review section of *The New York Times*, May 31, 2020. It is authored by Thomas L. Friedman, and titled “The World is Broken: Greed and globalization set us for disaster.” The four parts are titled as follows: (1) Sept. 11, 2001; (2) The Great Recession; (3) COVID-19; and (4) Climate Catastrophe.

The intent is to better enable all Americans to exercise their unalienable rights to life, liberty, and the pursuit of happiness. The process may require a paradigm shift from the misconceptions prevailing as to the nature of things, especially among the regulators

and those of substantial influence through access. Furthermore, it may require a mode of language capable of communicating complex ideas in understandable form, not only to those in the regulatory structure and with substantial access, but also to the populace so as to better empower them to making wise decisions.

The ideas of the ***Declaration of Reform*** might continue along the following lines:

Furthermore, it is therefore resolved that the team will develop and disseminate the body of knowledge to the society as a team writ large so that its self-organization in empowering its representatives will do so in a manner favoring the flourishing opportunities for all on an equitable basis. And, when a creative destruction is involved in societal transitions emerging from technological innovation, societal innovation will equitably deal with the fallout.

Since becoming acquainted with the nature of the report of the bipartisan Commission on the Practice of Democratic Citizenship, it appears that some of the results of the report may be used as part of the effort of fostering free public education emanating from the Motivated Learner Platform of the DEEP website for exploration of the American Academy of Arts and Sciences. As elsewhere discussed in this website, it is apparent that LLC would gladly license for free the intellectual property that it owns. The commission will need to make its own determination as to the *fair use* of the extensive use of quotations and citations provided on the website in order to facilitate the motivated learner delving deeper.

Designing Reform

Designing reform is implicit in the discussion of *Framing Strategy*, the concluding section of the third chapter (Epilogue for Team Formation) of the third booklet (*Great Danger Emerges: Democracy Challenged*). It was not taken very far. This project is under constant development with a focus on education that heavily depends on the development and dissemination of knowledge in order to improve outcomes.

The analytics used are interdisciplinary, and have drawn heavily upon the cognitive sciences, especially behavioral science. Thus far, the trilogy has used four appendices that draw heavily on behavioral science. They have been added to the first two books. The appendices are titled as follows: (1) Empowerment through More Effective Learning; (2) Sense of Place and Empowerment; (3) Empowerment of a Society; & (4) Adapt to Change a Reality: Restore American Democracy's Resilience. All four are co-authored by Dr. John Lillibridge (a psychologist) and the personhood of Maury Seldin LLC.

The two co-authors are discussing an appendix for the third book of the trilogy. It would apply to Chapter 5, and is to be designed to go beyond the reliance on knowledge. It is particularly applicable to President Trump's base because Donald Trump demonstrates no respect for truth or science, but appears to say whatever he believes will revoke responses that he seeks to generate.

The shortest introduction to his focus is in an email from Jack Lillibridge to Maury Seldin. It is as follows:

From Jack to Maury on September 13, 2020

Hi Maury:

I ran across an interesting article in the Tampa Bay Times of Sept 13, 202, Perspective Section.

It is entitled: Why we take COVID-19 risks, by Lia Kvatum. Originally published in the Washington Post. The immediate subject may not seem immediately relevant to efforts at reform but there are several important ideas within it that I would like to call to your attention. I suggest that recommended reforms should be consistent with these findings. These ideas would support such reforms.

Information without feeling is largely ineffective -- knowledge alone is not enough. We are unwilling to change our minds based on information alone. I would add: our emotions and values, motives and goals, as they are implicated by our interpersonal and group relations, are also very relevant. Ref: Ralf Schmalzle, Michigan State Univ.

Risk perception is highly subjective. In a study, people were asked how seriously they took the threat of the virus. There were definite differences in brain activity for high risk vs low risk individuals in the parts of the brain that react to threat stimuli. These findings are based on small sample sizes. Ref: Schmalzle, op cit.

Our judgments are also shaped by those around us. The communities that we are a part of play a huge role in how we interpret information. The things that we believe connect us to certain communities. We are more likely to believe things that fit in with our existing worldview or value system. Ref: Meghan Moran, Johns Hopkins Bloomberg School of Public Health.

By the way, Kvatum's conclusion is that we need to recognize our inherent cognitive limitations in order to protect ourselves.

I have been reviewing many recent publications on consciousness and otherwise preparing for the fall-spring season of Complexity Matters. My schedule says that our next phone call will be on Sept 25th.

Stay safe.

Jack

Behavior of the public relevant to the COVID-19 threat is a significant cause of our nation's poor performance using the metrics of the percentage of the population that has been affected, and the death rate proportional to the population. This does not excuse China's behavior at the outset, nor does it excuse public policy not having been prepared for an epidemic/pandemic. It especially does not excuse Donald Trump for his behavior focused on his reelection without regard to the health hazards of nation.

What is especially relevant is his erosion of the public's trust in its leadership and its institutions. The trust in institutions was low before this administration, but Donald Trump is furthered the erosion of public trust. What he has done, as demagogues do, is to appeal to the emotion of the public by making false and misleading statements with no respect for science or truth.

The founder of conservatism, Edmund Burke, has some great quotes including the following:

- “The only thing necessary for the triumph of evil is for good men to do nothing.”
- “Those who don't know history are doomed to repeat it.”
- “Reading without reflecting is like eating without digesting.”
- “Nobody made a greater mistake than he who did nothing because he could do only a little.”
- “Rudeness is the weak man's imitation of strength.”

Burke foresaw the dangers of the French Revolution, but did not disapprove of all revolutions. In any case, at least one philosopher attributes the end of the Enlightenment to have been on the day Marquis de Condorcet died (March 29, 1794) because under the tyranny of the French Revolution, his right to differ with the administration was denied. See Edward O. Wilson's, *Consilience: The Unity of Knowledge*, or an endnote to this book's (the third book of the trilogy) third chapter, An Analogical Model Using Human Biology.

For a contemporary view, what follows is an excerpt from the LLC's book review of *Our Common Purpose Reinventing American Democracy for the 21st Century*, a report of the American Academy's Commission on the Practice of Democratic Citizenship published in June 2020 by the American Academy of Arts and Sciences. The discussion is posted on the Motivated Learner Platform.

Our Common Purpose Strategy 1. The first strategy, “**Achieve Equality of Voice and Representation**” has eight recommendations. Although all eight are endorsed by the reviewer, the discussion utilizes the first recommendation as the departure point for providing background that leads to the discussion of a recovery from the two crises that is presented in DEEP's third booklet, *Great Danger Emerges: Democracy Challenged*. [Link to Chapter 3.]

It [the problem] did not start with this administration [link to [Republicans Revolutions](#)], but the trend has accelerated with an abuse of power that has encouraged within the last year as a result of the failure of the Senate to permit witnesses in the impeachment trial.

John Adams... in taking his position on the bicameral legislature (as opposed to a single legislative authority) referred to a single fact, “**The multitude have always been credulous...**” a statement that is part of the excerpt from a linked discussion of a book titled, *The Problem of Democracy: President Adams Confront the Cult of Personality*, authored by Nancy Isenberg and Andrew Bernstein. An additional excerpt from the linked item is as follows: “If men are now sufficiently enlightened to disabuse themselves of artifice, imposture, hypocrisy, and superstition,” the public good would be protected [page 106]. (That is a clue that we are on the way to discussing the potential of a New Age of Enlightenment.) [Emphasis added.]

We need to consider the reality that Homo sapiens are a dysfunctional species that the process of democracy has been suspect since Plato with only modest progress made in the Enlightenment. It may take a *New Age of Enlightenment* to achieve a better balance between self-interest and community interest sufficient for democracy to flourish. The discussion of the approach to recovery from the dual crisis, as presented in the third booklet (Great Danger Emerges: Democracy Challenged) is a start of the process. That is discussed in the penultimate section (Discipline Through Design Innovation) of the booklet's third chapter, Epilogue for Team Formation. It is discussed in the first three subsections, Building Community, Sense of Place, and Diversity.

As noted at the beginning of this section of the start of a revision of this chapter of the trilogy's third book, that discussion was not taken very far. It will be further developed utilizing some content from the appendix to be developed that will serve as an appendix for both the trilogy's third book and third booklet.

As a preview, here (in the box that follows) is a copy of Maury's email to Jack on September 18, 2020.

Hi Jack,

Your email of September 13 is on target for our next appendix, possibly titled "Beyond Information: The Reality of Choices." We can build upon the thrust of the project designed to improve outcomes through better choices based upon knowledge by focusing on the relevance of feelings. I recall being impressed a quarter of a century ago when I heard that passion trumps reason.

The logic that I have been using starts with knowledge as the basis for caring and then on to the pursuit of justice. The lead essay in the Motivated Learner Platform, 2020s Systemic Vision, sequences sections from (1) your success, (2) learning, vision of democracy, and (3) what you care about. The essay titled "Unity Counts" starts off discussing massive demonstrations and then moved on to education and analytics. The first book of the trilogy is an attention getter for raising the level of consciousness. Thus, we have a variety of approaches to providing understanding to improve choices through a better understanding of the system.

The significance of your email is that people are making choices based upon feelings without ever getting to reasoning. As noted on page 15 of the latest version of the chapter we are discussing, "Behavior of the public relevant to the COVID-19 threat is a significant cause of our nation's poor performance using the metrics of the percentage of the population that has been affected, and the death rate proportional to the population." The Enlightenment that overlapped the Scientific Revolution was also known the Age of Reason. We are looking for a New Age of Enlightenment.

Such an age would integrate *feelings* and *reason*, irrespective of which came first. The discussion alluded to in the third booklet's Epilogue for Team Formation (discussing Building Community, Sense of Place, and Diversity) in an approach to building social capital could take feelings to reason just as reason could lead to feelings or caring.

The theme is that information is not enough. It needs to reasoning that will take one to feelings and/or caring. A good liberal education is a route to understanding that feelings are not enough, one needs to reason that a good grasp of potential outcomes.

It looks like we have an agenda for next Friday.

Stay safe,

Maury

[This version of Appendix D - Building a New Paradigm containing excerpts from Chapter Five of the trilogy's third book (a.k.a. BOOK THREE) has been designed to serve as an appendix to the third booklet, *Great Danger Emerges: Democracy Challenged*. The fifth chapter (Building a New Paradigm) of the trilogy's third book (*American Democracy: The Declaration, Pursuit, And Endangerment*) is still under revision.]

Supplemental Note for the Development of an Appendix

The paradigm used starts with information as data, however sensed or received. The connection to other information, however stored, provides knowledge of some variety. The connection to the biological system provides feeling. The feeling may be sufficient to generate a reaction.

When the information received is connected with other information and subjected to critical thinking, the quality of the knowledge that results is affected by the quality of the information and the analytical system used. When knowledge is drawn from widely dispersed sources, the intelligence is used to enhance the understanding of the relevance of the information. Choices may be made based upon the feelings, the information integrated into a knowledgeable structure, or a gut feel heavily based upon experience, that could have evolved from a variety of sources providing a quality knowledge of varying degrees.

The key difference we are looking at is the difference between the impact of information on behavior depending on (1) the role of feelings and (2) the role of reasoning. As for the role of feelings, one's personal experience is the key variable. As for the role of reasoning, one's acquired knowledge and analytics are the key variables.

The approach on the table for discussion is the transition from what has evolved from the Enlightenment, also known as The Age of Reason, to what may become a New Age of

Enlightenment; one that would go beyond reason into feelings that not only are based upon one's own experience what emerges in concern for others, as well as one's own self in the sense of what one cares about.

We are looking at an evolution in which environmental changes are impacting what one cares about and the behavior that impacts the changing environment. By happenstance, the demonstration case is the evolution of American Democracy as it faces potentially fatal cancerous instructions in the 21st century made progress for two centuries, but entering a decay in recent decades.

The approach being advocated is an adaptation of processes leading to an evolutionary structure closer to that described by John H. Holland in his book *Signals and Boundaries: Building Blocks for Complex Adaptive Systems* going beyond the approach is discussed in a section of the fourth chapter (Harnessing Complexity in the Twenty-First Century) of the trilogy's first book, *Common Sense Revisited: America's Third Revolution*. Here is an excerpt from that chapter:

The Evolving Structure as a Critical Element in the Process

In attempting to foster an evolution that would better serve the quality of life for the masses rather than for just the few, we are engaged in the process of what may be called *harnessing complexity*. A seminal work in harnessing complexity is the book by Robert Axelrod and Michael D. Cohen titled is *Harnessing Complexity: Organizational Implications of a Scientific Frontier* (1999). The basic concept of harnessing complexity is described as "...deliberately changing the structure of a system in order to increase some measure of performance, and to do so by exploiting an understanding that the system itself is complex." [p. 9] The index lists fourteen ways to influence complexity, including dealing with variety, slack in the system, affecting types in the system, and leadership. The holistic view is that complex systems are not amenable to relying solely on the linearity analyses that are used to run a hierarchical structure, but need to include efforts to channel "...the complexity of a social system into desirable change, just as a harness focuses the energy of a horse into the useful motion of a wagon or a plow [p. 9]." (These brief excerpts are from an appendix titled "Divineness in America" to the main treatise, *American Democracy: The Declaration, Pursuit, and Endangerment*. That essay is now included as Appendix 1A to this treatise [BOOK ONE].)