

FOUNDATION FOR RESTRUCTURING FOR A NEW AGE

CHAPTER TWO THE START OF RESTRUCTURING

Learning from One Hundred Days

Introducing the Strategic Approach

On the eve of the final day of the first one hundred days of the Biden administration, President Biden addressed a joint session of Congress for his first time. **His message indicated that a transformation in the role of government is underway.** He presented a platform designed to improve the quality of life for the American public.

The administration's performance in the first one hundred days started with immediate action in dealing with the pandemic. It was a prelude to a platform of the building back better, especially with compassion for societal structure as well as the physical structure. The official Republican response to an ambitious and expensive set of programs indicated a cultural battle rather than a search for across-the-aisle compromise.

Our focus in this discussion is on the role of dealing with the pandemic as a demonstration of a strategy for improving outcomes focused on the health and welfare of the general public. As discussed, the role of the federal government, relative to the role of the state governments, is constrained. However, federal policy is still relevant for the outreach of unity pursuit of our common interests.

Unfortunately, the vestigial remnants of the previous administration that focused on political gains at the expense of the health of the nation, such as using masks and other restraints on the contagion, left a substantial cultural barrier to effective measures for bringing the pandemic under control, and reducing the likelihood the extent of resurgence.

Unfortunately, at the end of the first one hundred days, there is not an increase in the hope for across-the-aisle legislation. However, there is a hope for increase in unity over time as whatever successes in proposed programs help in building back better are actually achieved.

We will see what happens with whatever evolves from the design of programs to improve the quality of life of the vast majority of Americans.

A Prologue Type Comment. Governmental control in the wearing of masks as protection from the spreading of the virus in the United States is divided. The federal government is limited, as reflected in President Biden's first executive order (January 20, 2021). That Executive Order requires masks on federal property for his first 100 days in office. The individual states have the authority for mask requirements on private property.

The restructuring for a New Age is going to require great attention to feeling as well as reasoning. The shift is that the benefits from feeling should accrue to the individuals in society, and the community, rather than being exploited for the benefit of leadership.

This structure may be molded to a holistic approach of valuing diversity and developing relationships that enables the individual to more effectively develop a sense of place that facilitates a coevolution of individuals and society. The effort explores processes that lead to the structure of a free society. There is an Epilogue to the *Strategic Guidance Towards Improving Outcomes*. It also appears at the end of the standalone item *Restructuring for a New Age*.

Clues for Outcomes. The first one hundred days of the Biden administration provides some clues as to our nation's progress that will be made for *building back better*, hopefully utilizing efforts for *unity in government*. The first two years of the new administration will significantly impact the midterm elections in 2022. Those results at state and federal levels will impact the next two years and the survival of American Democracy.

We need a *New Age of Enlightenment* that shifts from the tribalism that generated the dysfunctionality of our system. **We need to move to a unity for our common purpose of a democratic society** that is truly representative of the electorate; and not the result of the pursuit of power at any costs, even the destruction of our democracy.

This concluding section (Restructuring for a New Age) of *Strategic Guidance Towards Improving Outcomes*, that uses the pandemic crisis as a case example of processes, is provided as a standalone item, as well as part of the strategy guidance article that serves as the first appendix to *IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?*

Only the first two parts of the Appendix A of the Restructuring for a New Age are available at this time. This is because the design of the presentation calls for a periodic updating of the report and analysis of progress in the design of strategies for dealing with a multiplicity of crises facing our nation. The updating process is structured by parts as the time goes by.

Power Struggle Context

The survival of American Democracy is at stake! The attack on the Congress, in session in the Capitol building on January 6, 2021, was designed to supersede the legal processes of American Democracy, with the D capitalized as a proper name for our political system that is arguably as much a plutocracy as a democracy. Its evolution from democracy and national security, foreign and domestic, was aided and abetted the former president, Donald John Trump, whose only major legislative accomplishment in his first year of office was a so-called tax reform that accelerated the growing power of the wealthy further tilting political power to the wealthy. His actions throughout his full term of office arguably indicate that his concern was with his reelection, even if at the expense of the welfare of our nation. He was in pursuit of moving our democracy, such as it is, towards an autocracy.

The divisiveness that he accelerated had an inflection point a few decades earlier with what may be called a Republican revolution. Reagan's Republican Revolution in the early 1980s fundamentally altered the relationship of our nation's government to our society. It was a power shift that "...promised to roll back Lyndon Johnson's Great Society."

More of this is discussed in this treatise on strategic guidance in the sub-section titled *Leadership and Human Behavior* that immediately precedes this second part of the treatise,

Restructuring for a New Age. The first two Republican revolutions discussed in the *Leadership and Human Behavior* section (pages 83-84) were as follows:

Reagan's Republican Revolution in the Early 1980s — “The first Republican Revolution was the Reagan one, which promised to roll back Lyndon Johnson’s Great Society.” So wrote Fareed Zakaria in the *Time Magazine* November 4, 2010 article, “The Republican Revolution: Real This Time?”

The Gingrich Led Republican Revolution — The Gingrich led Republican Revolution is what we are calling the second of the Republican revolutions. It is what was identified by Zakaria in the article cited. The quote is as follows: “Round 2 was the Gingrich revolution.”

Former President Donald Trump picked up on the Newt Gingrich style of pursuit of power with an uncouth approach that devastated his opposition. It appears that he bullied his way to the Republican nomination and then apparently picked up a tyrant’s playbook in order to pursue an autoocracy.

As further background to understanding bipartisan cooperation, or lack thereof, at the federal legislative level, and the representativeness of government at the state level as well as the federal, consider the following: (1) the former president, Donald Trump, and his supporters, spread false information on the fairness of the election and did so in some measure by appealing to feelings to credulous supporters, with the objective of their own political gains, and not the welfare of the supporters; (2) approximately sixty lawsuits challenging the election were unsuccessful in the efforts of Trump and his supporters to manipulate the law for their own political gain; (3) there are hundreds of legislative actions at the state level that are designed to suppress voting with the intent aimed at the Republicans pursuit of power, in contrast to a fair representation of the will of the voting public; and (4) the blocking of legislation in the United States Senate by Republican representatives for legitimate reform of election procedures that distort fair representation of the electorate.

The last half century history reveals that the Republican Party has in varying degrees pursued power at the expense of democracy.

The G.O.P. has been instrumental in moving the political system towards a plutocracy that under Donald Trump appeared to be on the way to an autocracy.

The trilogy's first book, *Common Sense Revisited: America's Third Revolution* [now being revised] has numerous references to a book review in *The New York Times* of August 20, 2017, by Heather Boushey of Nancy MacLean's book, *Democracy in Chains: The Deep History of the Radical Right's Stealth Plan for America*. The quotation is highlighted in the box that follows.

Change in the Minds of Society

There are many minds of society in America's political structure. In recent times the tribalism of power-hungry societal segments has increased divisiveness at the expense of across-the-aisle compromises. Ideologies that deny the pluralism of democracy will destroy either democracy or themselves, unless they are isolated.

If it is the greed for wealth or power, or both, that is driving the political economy, then the diverse minds of society, through the evolution of power, may lead to what appears to be, in some form, a result that could be characterized as being among one of at least three potential outcomes...[From chapter 4 - Harnessing Complexity in the Twenty-First Century on page 81 we now skip to pages 85-6.] The point is that a plutocratic outcome [evolving to an autocracy] would likely not last very long. Just as the reign of Tsar Nicholas II was destined to fail, so would the reign of an American tyrant be destined to fail, although the revolution would not be by arms, but rather by votes. The results would likely be something close to what is reportedly feared by James M. Buchanan according to a book review by Heather Boushey. She wrote "**So Buchanan came to a radical conclusion: Majority rule was an economic problem. 'Despotism,' he declared in his 1975 book, 'The Limits of Liberty,' 'may be the only organizational alternative [86] to the political structure that we observe.'**" [Emphasis added.]

The reviewer continues in the next paragraph: “**Buchanan therefore argued for ‘curbing the appetites of the majority coalitions’ by establishing ironclad rules that would curb their power.**”^{xv}

This, and the series of Republican revolutions in the last half century, are discussed in the posting of *Our Democracy is Destroying Itself: Power Without Morality Is Cancerous*. It is also intended for potential use as Appendix B of *IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?*

The restructuring for a New Age is going to require great attention to feeling as well as reasoning. The shift is that the benefits from feeling should accrue to the individuals in society, and the community, rather than being exploited for the benefit of leadership. We are looking at the continuation of the evolution of human behavior in the environment of the pandemic that plagued 2020 and will continue to be a serious problem.

The Pandemic as a Case for Unity

As a clarification, this section as a standalone piece (*Learning from One Hundred Days*) is currently the concluding section of a longer piece, *Strategic Guidance Towards Improving Outcomes* (more sections will be added). It is one of two website articles that is exploring a blog-type development of content that corresponds with an array of developments during the Biden administration.

Each of those two website articles has one paragraph among the first four paragraphs of the major item on the Motivated Learner Platform’s fourth column (Getting Educated). *The Motivated Learner Platform* is also known as the digital platform for the Declaration Era Educational Press (DEEP). The major item is the first in the fourth column. It is titled *Website Content Introduced*. It starts with a preface that is only five paragraphs long and a table of contents. The narrative, of about a dozen pages, would be an excellent appendix for this article. Indeed, additional references will be made in this standalone item to that *Website Content Introduced* item.

The first two paragraphs are in the box that follows. You can easily skip them and go right to the two paragraphs that discuss this website and will provide a current/recent events discussion as part of a virtually free education for motivated learners.

Preface

This website is an educational innovation designed to provide lines of reasoning in brief formats; with links to delving deeper with great ease, and citations for normal pursuit of more detailed information. Its design started off using the endangerment of American Democracy as a demonstration case. The start was with what is now the trilogy's third book, *American Democracy: The Declaration, Pursuit, And Endangerment*.

It has now blossomed to include two additional books, as well as three overview booklets. The second book drafted, *Perspective for A Sense of Place: Voter Empowerment*, was designed to be supportive, especially with an understanding of how process impacts structure. The third book drafted, is now the first book of the trilogy. That book was triggered by events in 2017, the first year of what history will record as America's worst president. The book, *Common Sense Revisited: America's Third Revolution*, provides background for what is currently being designed as a supplement to the first of three overview booklets.

Public Policy

President Biden's strategy for dealing with the pandemic apparently includes the pursuit of unity in the common cause of mitigating the impact through COVID-19 through a harm reduction strategy. As a start he recommended especially wide use of masks for the first 100 days of his administration.

Governmental control in the wearing of masks as protection from the spreading of the virus in the United States is divided. The federal government is limited, as reflected in President Biden's first

executive order on January 20, 2021, his first day in office. That executive order requires masks on federal property for his first 100 days in office. The individual states have the authority for mask requirements on private property.

As a start, here is a website report: [Wisconsin Supreme Court strikes down governor's mask mandate](#), from Todd Richmond, Associated Press:

On March 31, 2021 the Wisconsin Supreme Court "... blocked Democratic Gov. Tony Evers from issuing any new public health emergency orders to mandate face masks without the approval of the Republican-controlled state legislature... In a 4-3 decision, conservative justices in the majority declared the statewide mask mandate invalid and ruled [quoting from the Todd Richmond article as follows:

The conservative-leaning court ruled 4-3 that Evers violated state law by unilaterally issuing multiple emergency orders to extend the mandate for months. It found that Evers needed legislative approval to issue more orders after the expiration of the initial 60-day mandate he issued in August.

"The question in this case is not whether the governor acted wisely; it is whether he acted lawfully. We conclude he did not," Justice Brian Hagedorn wrote for the majority.

Coevolution

In the case at hand, we are looking at three levels of coevolution. The first is the evolution of the virus. It requires protein that it is not able to produce by itself. It obtains the protein by attaching to a host; in the case at hand, a human body. It evolves to produce variants. Variants may be more powerful than the generating virus.

At the second level we are looking at the coevolution of individual human beings, especially the electorate. At the third level we are looking at the coevolution of the elected leadership. Those two levels are discussed in the concluding section.

The new hosts for the virus, in the case at hand, are human beings. At the time of this writing, we are focusing on the first 100 days of the Biden administration. The impacts on human beings varies according to the health conditions and stage of development of the individual human body. For the coronavirus, its inner world is itself, while its outer world is the human body of the host.

For the human beings, their inner worlds include the organs of their body and the viruses. Their outer worlds include the political economy and the societal structure. What we had just noted is that public policy is setting the structure for that outer world. That structure deals in territory at various levels of government, local, state, and federal. Our concern here focuses on the behavior of the individuals and the levels of government.

We are dealing with complex adaptive systems that evolve. We are particularly concerned with nascent disciplines blended into long-established disciplines, not only physical and biological sciences, but also the social sciences and the humanities. What follows is a brief discussion indicating the relevance of some nascent disciplines in understanding what evolves.

Some Nascent Disciplines

Complexity Science

Complex systems, such as human bodies and societies, are composed of organisms that interact with each other to produce emergent properties. The interactions at a micro level relative to a macro level generate characteristics at the macro level that are not simply summations. Rather they are characteristics not necessarily present in the interaction of the organs.

What we are looking at here is behavior of individuals in making choices at a micro level that impact the structure at the macro level. This happens through the interactions in the networks. Getting a better understanding of how the system works, takes us to the network science.

Network Science

The individual elements network science are nodes. The nodes may be individuals in a social or business network. The nodes may

be core airports in a transportation network. The number of links from a core node to other nodes may vary widely, as well as the strength of relationships. In personal relationships, we often think of the relationship and contacts with various levels of influence. In business relationships, contacts may vary in degrees of accessibility.

For our purposes here we are looking at the interactions of individuals and the contagion of the virus to the populace in the territory under consideration. Virus has no respect for territorial boundaries, but the coevolution of the coronavirus and the infection rates is a geometric function of network contacts. The geometric function is illustrated in an excerpt from an earlier version of *Website Content Introduced*.

Trust is Required. You may hope for the building of social capital so that you, and other Americans, have a commonality of interests that will influence the array choices generating the desired emergent properties. Trust is crucial in this process. Consider the coronavirus, and the wearing of masks, and social distancing as they may affect the contagion.

When this was first drafted late in October 2020, the spread of the virus was spiking for a second time. Understanding it may be facilitated by using a paradigm that includes the application of network science in which the number of contacts made by the virus to a new host is substantially related to the proximity and duration necessary for the virus finding a new host. The conditions from which new hosts may be reached are critical in the process. The conditions under which contacts limit to an average of one or less new hosts, produces contamination results that provide a limitation on the spread. An average number of successful transfers of disease greater than one per person infected will geometrically increase the spread. Two contaminations from each infected person doesn't simply double spread, it magnifies the spread in a sequence that would go 2, 4, 8 etcetera assuming the pattern is continued in successive contaminations. The pattern of three per infected, if

persistent in the network, would go 3, 9, 27. Although it is uncertain what the number of subsequent contacts would be, the pattern for a containment strategy is to keep the average number at one or less.

It was predictable that after the holiday season at the end of last year, there would be another spike early in 2021. As this essay is being updated in February 2021, the spike is subsiding. It is subsiding in part because vaccinations are increasing. But the contact precautions of washing hands, wearing masks, and social distancing still impact the spread of the virus.

Cognitive Science

The restructuring for a New Age is going to require great attention to feeling as well as reasoning. The shift is that the benefits from feeling should accrue to the individuals in society, and the community, rather than being exploited for the benefit of leadership. The Trump administration exploited feelings through tribalism and misinformation. It capitalized on the role of identity. The choices made by his followers not to wear masks, and not to pursue social distancing, added to the surge of infection and death rates. Our concern is with the coevolution of individuals, the sense of enhancing their level of consciousness, beyond simple awareness.

What we are looking at from the first hundred days is an assessment of a rising level of consciousness in the electorate, especially the populist Republicans without college degrees outpacing the evolution of their elected leadership as to the rising level of consciousness. The elected leadership's rising level of consciousness will arise from surveys and election results.

A way to look at this is with three philosophical questions that keep recurring: (1) What can I know? (2) What may I hope? (3) What ought I to do? Our approach to this is to use the logic of an agent-based modeling approach. The variation of the philosophical approach is to understand the following: (1) Where We Are; (2) Where We Want to Go; and (3) How Do We Get There?

The paradigm used for this approach is based upon a powerful model for understanding the evolution structure that is based upon its interaction with process. It is an agent-based model.

Agent-Based Modeling Approach

The agent-based modeling approach, for our dealing with the coronavirus in our democracy, is a multiple network approach of coevolution. It starts with the network functioning of the coronavirus (initially COVID-19 in the case at hand) as it impacts the other two levels: individual human beings and the elected leadership. They also operate in networks.

The system is incredibly complex because the virus attaches to human hosts that are in both the electorate and the elected, and the containment of the disease is heavily dependent upon the behavior of the populace, especially the electorate and their elected representatives.

Medical science has made great progress in understanding the control of health damage, **but maximum control calls for unity of behavior of the populace.** What will be noted shortly is in the box that follows:

There is a trade-off as discussed in the **Scale and Control** section in the main body of *Strategic Guidance*, “Our political structure was not designed for maximization of control for containment of pandemics. Rather it was designed to avoid tyranny. It is a great challenge to get a balance of concentration of power between the role of government under law, and the voluntary compliance for the common good.”

The complexity is enhanced by virtue of the multiplicity of networks involved in the system. As a start, the source of authority for government is the electorate. However, that source of authority is represented and/or manipulated by political parties in the quest for power sometimes related to platforms.

The political parties are also networks. They have differences in the views of the role of government relative to the population. Both major political parties have evolved dramatically during their existence. There are systemic problems in their actually providing fair representation of the will of the public.

The public is composed of a diversity of networks. The extent of diversity in the diversity has also evolved as the population has changed over more than two centuries. So, the place to start is “Where We Are” in structure. The simple answer is in a substantial transition.

The profound answer after President Biden’s speech to the joint session of Congress is that we have started on a transformational era.

The 2020 Republican Administration

Early in 2020 there were clues about the forthcoming virus, and the lack of preparation. Additionally, the then president, Donald Trump, not only (1) continued the Republican party’s quest for power at the expense of democracy; (2) furthered judicial control as our most dangerous branch of government; (3) accentuated the shift of power from the legislature to the presidency; (4) furthered the strength of plutocracy over democracy; and (5A) pursued his reelection at the expense of national security (5B) and the health of the nation.

Regarding that fifth item in the previous paragraph, (A) the national security item was that Donald John Trump, the then president of the United States, had been impeached by the House of Representatives on two counts having to deal with the Ukrainian quid-pro-quo effort aimed at reducing the electability of Joe Biden; and (B) he knowingly and intentionally misled the public as to the risks of what became known as COVID-19. Furthermore, his leadership of the administration failed to adequately foster contagion reduction policies, especially the wearing of masks and social distancing.

As discussed earlier (in the **Scale and Control** section of **Understanding Societal Structure and Process** (in the main body of *Strategic Guidance*), the containment of the virus is impeded by the

division of powers between the federal and state governments. The paragraph is as follows:

The United States of America, as a nation, has performed miserably in the containment of the contagion resulting in huge proportion of deaths in relation to population. The societal structures that have done best in dealing with the contagion resulting in the lowest of death rates are characterized by a structure of centralized control and national health programs that include personal identification cards coded to track location. The processes include testing for contagion and tracing contacts; followed up by isolation of those infected enough to contain spreading the disease.

There is a trade-off as discussed in the **Scale and Control** section in the main body of *Strategic Guidance*: “Our political structure was not designed for maximization of control for containment of pandemics. Rather it was designed to avoid tyranny. It is a great challenge to get a balance of concentration of power between the role of government under law, and the voluntary compliance for the common good.” A structural change occurred midday on January 20, 2021 with the inauguration of Joe Biden as the president of United States. We will get some clues as to patterns that will emerge reflecting changes in process and structure as a result of what happens between now and the election of 2024 election.

Summarizing the First One Hundred Days

From the opening prologue for this section of *Strategic Guidance (Restructuring for a New Age)*, we have an opening paragraph as follows:

Governmental control in the wearing of masks as protection from the spreading of the virus in the United States is divided. The federal government is limited, as reflected in President Biden’s first executive order (January 20, 2021). That Executive Order requires masks on federal property for his first 100 days in office. The individual states have the authority for mask requirements on private property.

The authority and the operation of the individual states was illustrated in a discussion of public policy as part of the subsection of **The Pandemic as a Case for Unity** [see page 92]. In summary, the governor of Wisconsin, a Democrat, issued an emergency order mandating the wearing of masks. The Republican-controlled legislature took it to court, and the Supreme Court ruled in a 4-3 vote, the majority opinion being, “The question in this case is not whether the governor acted wisely; it is whether he acted lawfully. We conclude he did not.”

President Biden, an advocate of unity, was only able to get the first major bit of legislation dealing with the pandemic past by the use of a budget reconciliation approach in the Senate, requiring a simple majority. In the Senate, legislation may be obstructed by a filibuster in that it takes sixty votes to stop the obstructive measure of endless debate. The Republican alternative to the bill had a lowball price tag of about one-third the amount passed by the House of Representatives. President Biden at a White House meeting with some Republican senators made some progress in reaching across the aisle, but not enough to overcome what appears to be a continuation of the tribalistic approach by what may be called the Trumpian Republican Party.

Some coevolution is occurring between federal government policy and some Republicans at large, not much with elected representatives. The coevolution is impeded by individual behavior with regard to masks and social distancing. As a result, the early spurt of infections has receded somewhat, but the occurrence of variants in the global situation has not shown a clear path to control. We should avoid the mistakes made in India.

The best news is the manufacture and distribution of vaccines has progressed beyond expectations. There is still resistance in some sectors to becoming vaccinated, with a threat to herd immunity. We have some clues for mitigation of the virus based upon the first hundred days. But notably absent are testing and tracing.

Also at issue is the idea of retail establishments’ being able to require masks. Additionally at issue is the adoption of vaccination licenses as a control measure.

The first hundred days is showing some hope, **but a great deal more is going to have to be done to get the pandemic constrained enough to come to a new normal.**

The old normal is history. We will know a lot more after reviewing what happens in the new administration's first year. The future is going to depend upon what we actually do.

We next turn to a discussion of most of the first year of the administration with a great deal of hope for a serious beginning of societal unity and co-evolution in a variety of networks essential to appropriately dealing with the pandemic. However, we are not optimistic that the Republican leadership will value their constituents' health above their quest for power.

EPILOGUE TO PART ONE - FOUNDATION FOR RESTRUCTURING A NEW AGE

If you want to live in a free society, your concern goes beyond your own choices; it goes to the choices of others, and the interactions at various levels of society. Conceptually, in varying degrees, people's choices are made with a blending of reason and feelings. It operates in an organic system of inputs and processing that includes not only what has been learned in various forms, but also what has been experienced in feelings.

The blending of reasoning and feeling varies widely, heavily influenced by the genes and memes of the individuals, that evolved over time. Many people are most comfortable in an environment in which there are great commonalities, but diversity is a great asset. In economic systems, the productiveness of the individual and the community as a whole is heavily impacted by diversity. The commonalities facilitate the development of specializations, producing expertise in performance. The diversity blends the contributions to enhance the productivity through emergent processes.

All of this takes place in territories staked out in which to conduct the activities. The territories have some form of political structure that is responsible for protection of its inhabitants, not only from external forces that would pillage the production if its territory, but also from internal strife. Some political structures are hierarchal in nature, dominated by royalty or clergy, or other sources of power, including the potential of brute force.

Our American experiment started with the political structure of the people as the source of authority. What had been colonies were declared to be sovereign states by its inhabitants, by breaking from the tyranny of King George III. They bonded together as a confederation, but transitioned to become a federation in the form of what is known as a constitutional democracy, but may better be described as a constitutional republic.

It is that structure, and the processes by which it evolves, that is the focus of our discussion of behavior that has taken us to the discussion of our dysfunctionality as a society, and political economy,

that has unnecessarily caused hundreds of thousands of lives in our nation's first year of the pandemic. As just noted in the last section of the treatise, under the topic of **Reconstructing for a New Age**, the analytical system illustrated by the discussion of the pandemic is applicable to the other crises, and especially to the challenge of survival of our democracy, upon which we rely in order to live in a free society.

The line of reasoning for the pursuit of living in a free society starts with the value of diversity, illustrated by a discussion of the economic system, but applicable to the societal system, especially as applied to the political structure, and the processes by which it functions. Pluralism, as a key concept, ranks with the rule of law in that your freedom exists by the virtue of others having the same freedom. **Denying the rights of others is a threat to the survival of your rights.**

The rule of law is a vehicle for fairness in the system. To abuse it, is to erode the integrity of the system. What has just been described in the restructuring for a New Age of Enlightenment is a process, by which individuals by understanding their sense of place in the system, can participate in co-evolution of the system and its inhabitants. Undermining that process is cancerous to the health of the system, and can be fatal to your freedom.

The divisiveness that our society is experiencing is cancerous to our future. The website for which this treatise is intended is designed to facilitate education. Each individual is responsible for her or his own education, but it is pursued in a variety of forms. Understanding the systems is a source of power; but power without morality is destructive of a free society; see the DEEP website posting titled **Our Democracy Is Destroying Itself: Power Without Morality Is Cancerous.**

SHORT LINKS AND NOTES

This feature is under development.
Only one item is currently posted.

BOOK ONE EXCERPTS FROM CHAPTER 4

HARNESSING COMPLEXITY IN THE TWENTY-FIRST CENTURY

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The Lens of Complexity and Network Science

The lens of complexity and network science as used to understand the human mind may also be used to better understand the multiplicity of the minds of society. This is particularly applicable to market-based societies such as the American political economy. Although markets themselves operate with distributive control as the networks of interactions provide the emergent properties of the [shift to page 105] market, the behavior of the agents (players or participants) occurs in a structure in which some rules are hierarchically determined by political power. The morality of those with the political power and the morality of the agents make a great deal of difference in the nature of the structure that evolves. As a result of regulation and agents' responses to the changing environment, the structure of the system evolves over time.

Drawing on the work of John H. Holland in his book *Signals and Boundaries: Building Blocks for Complex Adaptive Systems*, the discussion here is turning to the evolution of minds of societal segments as they coevolve with the evolution of the state of which they are part. Holland considers "...four general properties of signal/ boundary systems... diversity, recirculation, niche and

hierarchy, and coevolution [page 95].” xiii ... [Skip to starting on page 107]

Diversity as a Choice. Specialization places diversity at the foundation of our economic system. Within a wide variety of specializations in our economic system, there are signals which provide the information to indicate the course of action to be taken within the boundaries of the specialization. Others in the system with different specializations carry out different activities within the boundaries of their specialization. As a result of this diversity, combinations of specializations produce rewards for the individual properly reacting to the signals and rewards from other individuals; all of this results in greater productivity than would be produced without the degree of specialization that takes place. This is exemplified by Adam Smith’s example of the production of pins.

The selection by an individual as to his or her specialization is at the foundation of our economic system. It is only one dimension of choices on how to live. But, it is in the context of how one human being relates to other human beings. That behavior is a matter of ethics. The ethical behavior is in the context of the memes, the elements of culture passed by nongenetic means. The genetic sources of behavior include genes embedded in what Edward O. Wilson refers to as “...The Paleolithic curse: genetic adaptations that worked very well for millions of years of hunter-gatherer existence but are increasingly a hindrance in a globally urban and techno-scientific society [*The Meaning of Human Existence*, page 176].” xxx The paragraph starts with “Human beings are not wicked by nature.” It continues to say after some optimistic comments that “The problem holding everything up thus far is that *Homo sapiens* is an innately dysfunctional species.”

Another version of the reality may be drawn from Kant as contained in the following excerpt:

“Each of them will always abuse his freedom if he has none above him who exercises power in accord with the laws. The highest ruler should be just in himself, and still be a human. This task is therefore the hardest of all; indeed, its complete solution is impossible, for from such crooked wood as a human is made can nothing quite straight ever be fashioned. Only

the approximation of this idea is imposed upon us by nature.”
— Immanuel Kant, *Idee zu einer allgemeinen Geschichte in weltbürgerlicher Absicht*, 6. Satz (1784) in *Sämtliche Werke in sechs Bänden*, vol. 1, p. 230 (Großherzog Wilhelm Ernst ed. 1921)(S.H. transl.)

This discussion is in the territory of ideas, the boundary being the domains within which the signals will be processed in the minds of individuals and/or networks of individuals. Diversity of ideas is a great asset in the evolutionary process which involves diversity, selection, and magnification. **Uniformity is not a great asset when it denies the Declaration’s “...certain unalienable Rights, that among these are Life, Liberty, and the pursuit of Happiness.”** [Emphasis added.]

The concern here is with the evolution of American Democracy, away from the tribalism of the two major political parties. [Emphasis added.] That evolution caused a rejection of the establishment in the 2016 elections. Our concern is finding a path returning to progress towards the ideals articulated in the Declaration of Independence. In so doing, it is critical to understand the nature of pluralism as [page 109] described by Isaiah Berlin: “...the conception that there are many different ends that men may seek and still be fully rational...” Pluralism enabled America to become great. xxxi We shall further discuss pluralism using the concept of diversity. Now, however, we turn to the concept that within diversity there are people that have inborn traits that from a perspective of social life can be a burden to societal evolution. xxxii [Emphasis added.]

Isaiah Berlin popularized the concept espoused by Kant, using it in his essay titled “The Pursuit of the Ideal.” His phrasing in quoting Kant is as follows: “Out of the crooked timber of humanity no straight thing was ever made.” Henry Hardy used the essay as the opening chapter of the book he edited, providing the title as follows: *Isaiah Berlin: Crooked Timber of Humanity: Chapters in the History of Ideas*.

Diversity as a choice is heavily impacted by land use patterns and the boundaries drawn for voting districts for legislatures....

