

The Noetic Business Manifesto

The Surprising Science of Synchronicity in Business

V0.5 Draft

[The Manifesto is currently undergoing a major re-write. This version contains only Chapter 1. The completed document will be available by July 2012. Note that the Foreword has not yet been approved by IONS or Dr. Mitchell.]

By Michael Haupt

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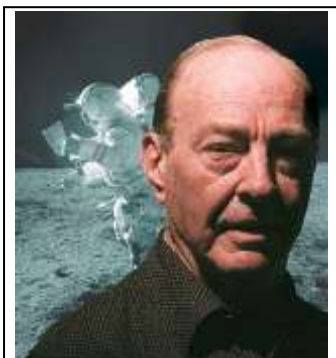
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Foreword

by Edgar D. Mitchell, ScD, PhD – Apollo 14 Astronaut and Founder of the Institute of Noetic Sciences



LADD MCPARTLAND; ALAN SHEPARD / NASA

Houston, we have a problem.

You're reading this document because you want to outperform your competitors or to grow your business by increasing meaningful coincidences in your business. But today's capitalist system is under siege. Business is being increasingly viewed as the greatest cause of environmental, societal, and financial problems. The pursuit of profit has, we're told, occurred at the expense of the broader community.

To make matters worse, the more business has embraced corporate citizenship, the more it has been held responsible for the planet's catastrophes. The perceived authenticity of business has fallen to levels never before seen. This tarnished trust in business leads governments to react and define policies that undermine competitiveness and retard economic growth. Business is caught between a rock and a hard place.

The simple reason for the disconnect is that business has not recognized the shift currently underway in the psyche of the consumer – a shift from independence to inter-dependence, a shift from competition to co-creation. A new business mindset is required. Yes, this document will show you how to scientifically engineer more synchronicity in your business, which will lead to greater profits, but it also has the power to change the world. It provides a way for you as business leader to leave a legacy for your children and grandchildren – a legacy that extends far beyond an empire of wealth and assets, and which leaves the planet a better place for them and their children.

But change requires action. If you're a head-knowledge type of person who prefers accumulating facts, figures and theories without acting on them, this document is not for you. Our world doesn't need more intellectuals; we need individuals willing to take wonderfully big, bold actions that push the boundaries of conditioning and ingrained beliefs. This document suggests pretty radical, but effective ways to change your business mindset.

"The world we have made as a result of the level of thinking we have done thus far creates problems we cannot solve at the same level of thinking at which we created them."

Albert Einstein (1879 - 1955), German-American theoretical physicist.

This manifesto is a rallying cry for business leaders to use their influence, reach and significant experience in the world of traditional business to step into the unknown and create a truly better world — and a chance to shift the way we think about what business is and about what value creation really means. This will be a legacy that will benefit all of us.

— Edgar Dean Mitchell, Sc.D., April 2012, West Palm Beach, FL.

Executive Summary

This is a Manifesto for Noetic Business — a challenge for business leaders in every sector and in every corner of our planet to work together to inspire, encourage and support as many investors, employees, customers and suppliers as possible to create a global shift of our “operating system” to solve our major planetary crises, all while increasing profits, turnover, quality and shareholder returns.

By the end of 2020, everyone of working age should understand the need to transition from a worldview based on separation, competition and independence to one of interdependence, abundance and opportunity, based on a sense of oneness and cooperation. No one should retire from business without having contributed to a truly global culture that is sustainable, peaceful, healthy, and prosperous.

My vision for modern business is to accept responsibility for creating a world that we will be proud to leave to our children. Business-as-usual hasn't achieved this. This new business model is one possible answer.

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The Case for a New Business Model: Crisis or Opportunity?

“When written in Chinese, the word ‘crisis’ is composed of two characters—one represents danger, and the other represents opportunity.” – John F. Kennedy, 35th US President (1961-63), 1917-1963

This Manifesto is about changing the way we conduct business. But why change?

Apparently, the world we have toiled to create is no longer sustainable. Our bookshelves, airwaves and newsstands are replete with tales of woe. It appears that our collective future is at stake and that this is not a time to be reticent, or close-minded. The seriousness of the situation, we are told, is not insignificant. The old and the established are being threatened and even replaced.

But our situation is not a cause for pessimism and despair; it’s a call for action. An emergency situation, whether local or global, often sparks creative solutions. The commonly quoted example is the high number of new millionaires which appeared immediately after the 1929 Depression. There is only one thing that a crisis does not permit: complacency and inertia. Doing nothing will turn the crisis into a catastrophe.

To create a world we want to live in requires a thorough understanding of how we achieved the world we no longer wish to live in. This should be the topic of debate, but to do so requires critical thinking, a skill long forgotten by our political and religious leaders and media talking heads.

Just for a minute, ignore the individual *crise du jour*. All of them are symptoms of a larger societal issue, not causes of our situation. Focusing on a symptom never cures the cause – it’s simply a temporary band-aid.

So, how did we create the environment we’re currently questioning?

Some time back I was challenged by a close friend: come up with a plausible explanation that provides a single answer for every one of our current maladies: crumbling national economies, climate change, diminishing resources, loss of biodiversity, worldwide poverty and disease, and the potential for future global conflict. It’s a challenging question, and I wonder what your answer would be.

“A time of turbulence is a dangerous time, but its greatest danger is a temptation to deny reality. However a time of turbulence is also one of great opportunity for those who can understand, accept and exploit the new realities. It is above all a time of opportunity for leadership.”

Peter Ferdinand Drucker (November 19, 1909 – November 11, 2005) – Austrian author, management consultant, and self-described “social ecologist.”

“There are a thousand hacking at the branches of evil, to one who is striking at the root.”

Henry David Thoreau (July 12, 1817 – May 6, 1862) – American author, poet and philosopher.

My answer is that for the past 250 years or more, and ever since the Industrial Revolution, our Western society has embraced an imbalance of masculine energy.

Pause and read that sentence again.

Some explanation is required.

A discussion about **masculine and feminine energy** (mascunergy and femenergy) has little or nothing to do with societal concepts about the differences between men and women or sexism, chauvinism and prejudice. Rather it has to do with predominant characteristics and behavior typical of each type of **energy**. The anatomy of our physical bodies gives some clue as to what these differences are.

MASCUNERGY	FEMENERGY
Masculine energy is outward-thrusting, directed, focused, goal-oriented and productive.	Feminine energy is inward-drawing, creative, process-oriented, unstructured, and procreative.
Corresponds with linear, left-brained thinking, and with doing.	Corresponds with big picture, right-brained thinking, and with being.
Characterized by exertion and forced penetration.	Characterized by repose and willing absorption.
Structures and organizes the environment.	Conditions and cultivates the environment.
Focused on a single project at a time with the objective of outer world productivity. Laser beam-like, completely focused. Often unable to see the bigger picture or engage in systems thinking.	More concerned with generating inner world atmosphere and possibility, radiant in many different directions at once. Understands systems thinking and the inter-connectedness of all things.
Intent on competition, erection, conquest and destruction: skyscrapers, bridges, super-tankers, space shuttles, drilling for oil, mining, war.	Intent on cooperation, nurturing and improvement, creation and yielding: nursing, education, support services, community building (particularly family).
Characterized by Logic, Reason, Sensibility and Cause & Effect thinking (if this, then that).	Characterized by the Il-logical, the Un-reasonable and the Non-sense. No specific linear Cause & Effect thinking.
Limited by the known world.	Inspired by the unknown world.
Relies on measurement, proof, engineering, architecture and science.	Relies on intuition, instinct, emotion and feelings, metaphysics, noetic science and spirituality.

From the table above, it is clear that our conquest of planet earth and the resulting consequences have been largely influenced by a predominance of mascunergy. We will delve into this fascinating topic a little later when we discuss Systems Thinking.

Suspend Judgment

This observation is not intended to impart blame. 'Right' and 'wrong' are artificial human inventions to control behavior. There is no right or wrong; there is simply the consequence of actions. In Western society we've been overly influenced by arbitrary religious and man-made rules of what is right and wrong and so we flagellate ourselves for outcomes which simply 'are'. Mascunergy's desire to control and dominate is no more 'wrong' than femenergy's illogical-ness or unreasonable-ness. Mascunergy's drive to take advantage of natural resources is no more 'wrong' than femenergy's gut-feeling and intuition. And yet, in a world dominated by mascunergy, we've

"Things are as they are. Looking out into it the universe at night, we make no comparisons between right and wrong stars, nor between well and badly arranged constellations."

Alan Watts – American Writer, Thinker and Interpreter of "Zen Buddhism," 1915-1973

been conditioned to judge, discount and vilify that which we know so little of: the power of feminine energy.

"Genuine tragedies in the world are not conflicts between right and wrong. They are conflicts between two rights."

Christian Friedrich Hebbel (March 18, 1813 – December 13, 1863) – German poet and dramatist.

Despite the doom and gloom peddled by media and conspiratorialists, we've done nothing wrong – we've simply done. The only question is whether the outcomes we've created are serving, and will continue to serve us well. Are we willing to continue with the status quo and face the consequences, or is

it time to challenge the norm and embrace the great promise and imminent potential for humanity that the vast majority haven't even begun to imagine yet, when we embrace a swing toward more femenergy?

The Shift Has Long Begun

At the level of the individual, there has already been a steady shift from mascunergy to femenergy. It started with the alternative health movement, which only made a mainstream appearance in the West around 50 years ago. Ayurvedic medicine, acupressure, acupuncture, homeopathy, herbalism, naturopathy and others are now widely embraced as viable alternatives to Western medical practices. The swing gathered further momentum with the rapid adoption of Eastern and esoteric traditions in the West. Shamanism, Astrology, Gnosticism, Anthroposophy and even the more recent 'Law of Attraction' craze are further signs of individuals questioning our mascunergy-biased world. The desire is to explore the unknown world – a world where proof, measurement and science is satisfyingly absent.

Clearly there is a significant grassroots shift underway in the hearts, minds and souls of millions of consumers. But the front pages of newspapers and the evening news are not reporting this shift. For them, it's business as usual. Advertising executives are blissfully unaware of this shift, and continue to force-feed unwanted products down the throats of increasingly aware consumers, achieving less and

less of the desired outcome. The corporate world is largely unaware that scientists, philosophers and meta-physicists have already laid the foundations from which inspiring social structures may soon develop, changing forever the way we think about life, purpose, business, growth and wealth creation.

And yet we are a long way away from achieving a shift in the established systems of today: government, religion, commerce and education. A scientist who discovers anything which challenges our current understanding of science will often withhold publishing his findings because he is fearful of being ostracized by his peers. Similarly, enlightened employees and executives are fearful of being ridiculed or even dismissed from their workplace if their individual shift is discussed in the office. But if individuals can self-actualize, as proposed by Maslow, why can't businesses actualize? Isn't this what the world needs in our current time of global economic disruption and collapse of systems? What is needed is a framework in which this discussion can be safely raised.

Why a Business Challenge?

The reason why change is crucial and inevitable is clear. But why should business leaders get involved? Shouldn't the need for change be addressed by government? What about philanthropic efforts and charities? Or religious leaders? Or academia?

One can always tell who has the most powerful influence on society, based on who the tallest buildings belong to. From the Middle Ages, it was the church or mosque. The Lincoln Cathedral in England, completed in 1311, stood at 524 ft. The Hassan II Mosque in Casablanca has the world's tallest minaret at 689 ft. Then followed a period when government buildings were the tallest. In 1899 the US Congress passed the *Heights of Buildings Act*, limiting any new building in Washington to a height of 110 ft, while the Washington Monument stands at 555 ft and the United States Capitol at 289 ft. Today, the tallest buildings are skyscrapers, erected by capitalists. The current tallest building in the world is Khalifa Tower in Dubai, standing at 2,723 ft. Taipei 101 enjoyed tallest building status from 2004 till 2010, at 1,671 ft.

Wielding unparalleled wealth and power, for-profit companies are a key factor in the equations that decide the human future. States and governments can at best regulate their activities, and their power to do even that is limited. When the public sector sets up too many regulations, private sector multinationals simply move elsewhere. Business is powerful.

But a growing perception is that profit has been pursued at the expense of the global community. A large part of the problem lies with companies themselves, which remain trapped in an outdated approach to value creation that emerged from the days of the Industrial Revolution. They continue to view value creation narrowly, optimizing short-term financial performance in isolation to the broader influences that determine the planet's long-term survival. How else could companies overlook the health of their customers, the pillaging of natural resources, or the economic distress of the communities in which they produce and sell? How else could companies think that simply shifting activities to locations with ever lower wages was a sustainable solution to competitive challenges?

"In terms of power and influence you can forget about the church, forget politics. There is no more powerful institution in society than business..."

Dame Anita Roddick, DBE (23 October 1942 – 10 September 2007) – Founder of The Body Shop in *Business as Unusual*, published 2005.

Government and civil society have often exacerbated the problem by attempting to address social weaknesses at the expense of business. The presumed trade-offs between economic efficiency and social progress has been institutionalized in decades of policy choices.

“It’s not that we need to form new organizations. It’s simply that we have to awaken to new ways of thinking. I believe it makes no sense to spend a lot of time attacking the current realities. It is time to create the new models that have in them the complexity that makes the older systems obsolete.”

Dr. Don Beck – American management consultant and co-author (with Chris Cowan) of *Spiral Dynamics* and author of *The Crucible: Forging South Africa's Future*.

Companies must take the lead in bringing business and society back together. The recognition is there among sophisticated business and thought leaders, and promising elements of a new model are emerging. Yet we still lack an overall framework for guiding these efforts, and most companies remain stuck in a “social responsibility” mind-set in which societal issues are at the periphery, not the core.

Captains of industry from the early 20th century – Rockefeller, Vanderbilt, Ford, Mellon, Astor and Carnegie – did not think

of themselves purely as businessmen, out to get the maximum money for them and their family. They considered themselves a builder of society, a force for the common good. As IBM founder Thomas J. Watson Sr. said, companies exist to *“knit together the whole fabric of civilization.”*

During the past 50 to 100 years, the private sector has progressively detached itself from the main body of society, with companies pursuing their own ends of growth and profit, driven largely by mascunergy. If this sector is to be reintegrated into society, there must be a fundamental shift in the objectives to which companies are dedicated – a shift towards femenergy. This shift is a prerequisite to achieving more synchronicity in business – the reasons for this will become clear as we discuss Systems Thinking.

But let’s quit the criticism and let’s create a business model which changes the outcomes we’ve created. The journey may not be easy, but it certainly will be fulfilling.

Ready to explore a new way of doing business?

What is Noetic Business?

Very simply, Noetic Business is a set of principles and a mindset for running a triple bottom-line business (people, planet, profit) while intentionally balancing masculine and feminine energies in all aspects of the business, to help shift the course of Western civilization for the better.

Some of the benefits of running a Noetic Business are:

- Improved **cognitive flexibility** for all staff, which is the ability to adjust behavioral response according to the context of the situation. Generally leads to better relationships and improved productivity;
- Enhanced **creativity**;
- Breakthrough from limiting beliefs about scarcity and competition;
- Multicultural collaborations based on worldview literacy;
- Cultivate multiple intelligences;
- Learn to trust intuition;
- Making full system decisions and conscious choices;
- Harness intention and broaden attention to opportunities;
- Understanding all the ways in which our beliefs and assumptions are largely unconscious

To be completed....

What's Next?

We've come to the end of our discourse. It feels a little abrupt to me. Like whiplash.

We've covered why the time for radical business change is now, before it's too late; and we've covered what a truly sustainable business of the future might look like. But we've not covered much about how to apply any of the Noetic Business principles. There just isn't enough paper to cover the years (and tears) that it cost to learn them. But may I ask you a question.

Where do you stand?

Are you a "builder of society" or are you focused only on the short-term objective of making money for yourself and your shareholders?

It's no longer good enough to "do good" by dabbling in a few philanthropic activities while focusing single-mindedly on "doing well" in the marketplace. The damage done by companies that persist in the pursuit of short-term profit-maximizing strategies is not made good by the funding of charitable causes, however important they may be. The urgent call is for those who have the wealth and the power to control major companies to become forces for the public good not by philanthropy, but by reorienting their companies.

What will it be? Will you continue with business as usual, driven by the force of inertia, or will you step bravely into a new world of possibility, "like an inquisitive child entering a forest for the first time?" What you do in the next 5 minutes will determine the legacy you'd like to leave for your children and grandchildren.

Perhaps you're wondering how to implement the business we've been discussing.

As a global group of consultants dedicated to making the world a better place, we have a LOT of information that will come in handy for the business leader who has chosen to accept their responsibility for the future of our children and grandchildren. We also have an entire toolkit which your business may be interested in putting to use. To find out more, please visit [[link to be created](#)].

One Last Thing

May I ask you two favors?

1. If you got anything out of this Manifesto: if you circled, or highlighted or Post-It-Noted, I'm hoping you'll do something for me: Give this to someone else. Forward it by email to your line managers or others you might know in positions of responsibility. Beg them to read it. Beg them to answer what role they will play in transforming the business world, and ultimately our playground, the planet. We need them. We need you. Spread the word. If you prefer to use social media, you will find pre-written posts for LinkedIn, Twitter, Facebook and more at [[link to be created](#)].
2. Would you be willing to publicly add your name to the Noetic Business movement? As you probably know, there is immense power in 'social proofing.' For example, you are more likely

to visit a restaurant based on a friend's recommendation, rather than the establishment's marketing efforts. If you have a LinkedIn profile (and if you don't, why on earth not?!), please consider writing a brief recommendation for the Noetic Business Manifesto by clicking [here](#), or visiting this link: <http://linkedin.com/in/michaelhaupt>.

Thank you for your time, and thank you for joining me on this journey. I hope we meet in person one day.



Michael Haupt
London, England and Cape Town, South Africa
May 2012

About the Author

Over the past 20 years, Michael Haupt has lived in 16 cities on every continent while leading high performance teams to deliver complex IT assignments on time and under budget. His general management and business development roles have given him a thorough understanding of corporate objectives and pressures.

In 2010, after 18 years in the corporate world, Michael spent 2 years searching high mountain villages, remote monasteries and forgotten texts on a personal mission to uncover what's missing in today's business world. Combining his personal discoveries with the latest philosophical and metaphysical breakthroughs of today, his original research crosses the traditional boundaries of commerce, science, history, politics and religion, offering fresh insights into meaningful business. He now follows his passion to introduce a new model of business, based on the cutting edge findings of the Institute of Noetic Science.

The range of his interests is eclectic; his reading prodigious. His sources of reference encompass the wisdom of writers and philosophers, both ancient and modern and his views on humanity and our need to define a new future are extremely stimulating, and at times controversial.

Noetic Business Recommended Reading

Michael maintains a constantly updated list of highly recommended books at <http://noeticbusiness.net/about/noetic-reading-list/>