

CHARTING COURSES: REALITY MAPPING

One of the most successful recruiting campaigns ever launched by the U.S. military establishment used the now-familiar theme "Be all that you can be." This theme implicitly promises that through your military experience, you can realize your full potential.

Reality mapping allows individuals, organizations, and nations to use belief systems to chart a path through the universe. A reality map is a set of conceptual boundaries that determine the limits of expectation, what is—and is not—possible in a particular belief system.

For years, the Western nations were perceived by nondemocratic nations as "capitalist warmongers," and the socialist nations were viewed by the West as "communist hegemonists." Each thought the other was trying to swallow the globe entirely, and the cold war was the result. On the reality map of Western nations, half the world was lost. On the reality map of the socialist republics, a great and threatening enemy loomed.

The reality map of the two superpowers, although in no way physical, determined behaviors and spent lives for metaphors in decades of war.



REALITY MAPS SHAPE THE WORLD

Around 1300 B.C., a Hittite king used his reality map and the excuse of a timely eclipse to declare a politically meddling queen guilty of witchcraft and have her executed, in accordance with the belief system of his people.

Homeric Greeks never sailed out of sight of land in their long ships; they hugged the coast, because their reality maps told them that any seagoing ship would be lost and their belief systems peopled the sea with deadly sirens, monsters, and gods.

In the time of Alexander the Great, when his archrival, the Persian king Darius, wanted to cross a river with his army, the entire army stopped while the king threw hot manacles into the river and disciplined it according to the reality map of the day. If the river gods were not beaten and shamed into submission, said the belief system of the Persian army, any attempted crossing would end in disaster.

For centuries, European sailors navigated by reality maps that unequivocally stated that the world was flat; if you sailed too far, their belief systems said, you'd fall off.

Columbus's reality map told him he'd found India when he landed in the New World; his accomplishment changed belief systems all over the globe.

When America began developing the atomic bomb, a group of concerned scientists presented well-researched papers saying that the first atomic detonation would set the earth's atmosphere on fire; their reality map was proved wrong at Trinity Site.

The wrong reality map can kill you, because your reality map sets your expectations. The right reality map can free you, vindicate you, or make you a hero. For individuals, nations, and cultures, all empowered by belief systems, reality maps are often the place where history is made and fates decided.

Changes in national reality maps rock the world when they occur. Gorbachev's *perestroika* is one example.

Janet Morris offers another: In the early 1980s, General Danny Graham was advocating a reality map of mutually assured survival through space-based defense, then called the

High Frontier. As the concept developed, its name was changed to ballistic missile defense.

Morris was asked by Dr. J. E. Pournelle, of the Citizen's Advisory Committee on Space, to prepare one of a group of papers destined for Judge William Clark, then Ronald Reagan's national security adviser, analyzing the impact ballistic missile defense (BMD) might have on America's future.

Her paper was entitled "Ballistic Missile Defense: Will BMD Make Nuclear Weapons Obsolete?" In it, she projected an American reality map including BMD that would bring the Soviets back to the bargaining table, stress them economically, cause interim problems with our NATO allies and perhaps even some short-term escalation in the arms race, but in the end be beneficial to all. Whether the start-up hardware worked or not, Morris suggested, was unimportant. By changing the strategic expectations of the superpowers from mutually assured destruction to mutually assured survival, we might change a worldwide belief system fixated in horror on the specter of nuclear war.

Reagan's subsequent "Star Wars" speech officially christened BMD as the strategic defense initiative (SDI) and ignited international controversy.

Aside from doubts as to whether Reagan's reality map could be made practical with functioning defensive systems, many scientists Morris knew expressed serious moral reservations about working on such projects. Some found it difficult to decide whether SDI fit their belief systems, asking both Can it be done? and Should it be done?

Today, strategic-defense hardware is still in design and test phases. But the reality map has already changed many belief systems, in and out of government. Some in the intelligence and defense communities credit the strategic defense initiative with catalyzing *perestroika* and stabilizing, if not decelerating the nuclear and conventional arms races.

The power of this new reality map, which includes the possibility of a future free of nuclear nightmares, is unequivocal. Like the changing realities of international politics themselves, it is

art'Kpted more or less fully at different levels of understanding, urt'ording to the belief systems of individuals. But the reality map IHH changed, and the world will never be quite the same.

THE INDIVIDUAL REALITY MAP

Your collection of values—those things and qualities you have chosen to label good and worth emulating—have helped you organize a belief system that niters data from the outside world. This belief system defines good and bad, moral and immoral, for you. The scope of your belief system can never exceed that of your reality map, because possibilities that do not exist on your reality map are unbelievable and therefore out of reach. For instance, if you can never imagine yourself earning more than thirty thousand dollars a year, it is likely you never will.

The reality map of a nation defines its character and charts its destiny. Your reality map comprises the boundary conditions of your personal universe. It defines for you what is possible and impossible. It is the reference system you use to determine whether a phenomenon is real or unreal—or whether an event is an act of God, a trick of fate, or a simple coincidence.

Science teaches us to be clinical and objective, to deny non-causal phenomena. But if your belief system includes faith and your reality map includes a higher, ordering force, then you may find power available to you that is denied to others.

THE WARRIOR'S REALITY MAP

The warrior has a stringently crystallized reality map, for the warrior *must* believe in some higher truth. There are no atheists in foxholes.

The modern soldier relies on established tactics and firm beliefs when confronted with a life-threatening situation: He does what he has been trained to do.

When training fails and reason is insufficient to save the day, the warrior reaches deep within, where his fundamental vision of self, God, or the universe provides the winning edge. But those beliefs must already be there. Combat is no place to be

making major adjustments to your belief system. In a critical situation, where even the slightest hesitation may prove fatal, the warrior counts on his readiness to improvise, survive, and win. The warrior shapes his own destiny. He defines the limits of his own possibilities. He creates his own luck.

MAKING YOUR REALITY MAP WORK FOR YOU:

POINT MAPPING

It is time to see what expanding your reality map might do for you.

On a blank sheet of paper draw a point, or locus. This will represent your current position in reality—a point of departure.

All about you is empty space, the uncharted potential that contains everything you desire.

Draw a second point. Let this point represent a specific goal, achievement, or destination. Take care how far you place it from the first point; the farther away, the longer it will take to get there.

Since all great journeys begin with a single step, make an interim dot, nearer your current position, and call it step one of the journey you intend.

Now you have established a scale of distance you must cover—or effort you must expend—to reach your destination.

Knowing your direction, the distance to your final destination, and the length of a single step, draw incremental dots representing necessary steps along the route you intend to take. Now label each dot with the interim goal it represents.

If you doubt that you are planning a *real* trip, consider what has been going on in your mind thus far: Anyone—almost anyone—can draw dots on paper. Only a mind intent on accomplishing a desired objective can create a detailed itinerary representing a course of action leading to a desired result.

At the mind's subjective dimension you already know *who's* going where and even *how far* you are from your goal. Your imagination has filled in all the blanks. It always will if you let it.



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Now, envision the terrain underlying the points you have tr a w 11. Perhaps there is a yawning chasm between two of your »trpH. or a desert to cross, an ocean, glacier, volcanic spill, or hostile horde. Or perhaps your journey offers distractions, beau- tiful vistas, hidden treasure, infatuations. Obstacles come in all luivors^JVlake a logistical analysis of the operation you are plan- including worst-case scenarios.

^ in visible factor on the map is time . . . no respecter of dreams. All operational goals are time dependent. Ally yourself lo art ion; resist inertia. If you want to get where you're going, t*>nck the odds; leave early. The axiom is: Perfect preparation prevents poor performance.

Now, return to dot number one—you.

Mapping your reality is a surefire technique for getting your-^{*}di
oil the conceptual dime. Get going, keep going, and let your
donire and imagination fill in the blanks. There's a dot out there
with your name on it.

To prove it, we're going to teach you to find out all you need
to know about what you want and what you'll do to get it.

SYNCURONICITY

Synclironicity is a term coined by the eminent psychologist Dr.
"Carl Gustav Jung to describe separate and apparently uncon-
nected events possessing a hidden connectedness.

Jung described this acausal connecting principle as a "psy-
- rchically conditioned relativity of space and time."¹ A synchro- \
flint ie event may be as simple as a meaningful coincidence—if /
(hat coincidence is well beyond the bounds of probability.

tamg before Jung, brilliant minds wrestled with the implica-
tions of synchronicity. In ancient Greece the Presocratic philos-
opher Heraclitus of Ephesus was widely quoted—by Plutarch,
Hippolytus, and others—as having said, "An unapparent con-
nection is stronger than an apparent." Wisdom, Heraclitus be-
lieved, was to "know the thought by which all things are steered
through all things."

Jung's synchronistic events display a "falling together in time,

a kind of simultaneity." "[. . .] a coincidence in time of two or more causally unrelated events which have the same or similar meaning. . . ."2

The warrior who is sensitive to synchronicity can generate luck. A synchronistic event is noncausal, coincidental, and recognizably good or bad in human terms—either lucky or unlucky: the "simultaneous occurrence of a certain psychic state with one or more external events which appear as meaningful parallels to the momentary subjective state. . . ."3

Acausal synchronistic phenomena include:

1. a psychic state in the observer that corresponds to a simultaneous external event with no causal connection between the two;
2. a psychic state that corresponds to an external event occurring at a distance from the observer and only verifiable after the fact;
3. a psychic state coincidental to a corresponding future event only verifiable at a later date.

To harness synchronicity, the warrior must become a focus of coincidence. Simple coincidence may be chance. Multiple coincidences linked by correspondence and interconnectedness are called luck—unless one is consciously trying to generate such coincidences. A researcher generating such coincidences in a laboratory under controlled conditions is doing research on the quantum mechanics of consciousness and the effect of mind on probability.

The individual who applies the same techniques to life is using the warrior's edge to make synchronicity an ally. We're making those techniques available to you. The warrior manipulates coincidence to create luck. As any warrior knows, it doesn't matter how good you are if you aren't lucky.

THE TARGETING LIST

In early 1989, Janet Morris phoned John Alexander, saying, "John, I need a little logistical help . . ." and trailed off, uncertain of her reception.

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I Alexander immediately asked, "What's the target?"

One of the most powerful tools in the warrior's arsenal is the targeting list. All three of us have been using this technique for ^tsnr». In the military, as in business, versions of the targeting ItM |>op up as agendas, operational scenarios, and strategic and sbtttelcal planning memoranda. In personal life, the targeting list

I'i just as important.

On a sheet of paper, make a list of what you wish to accom-
tiliah in life, in order of importance, with item number one being
flhe most important entry. The list may be as long or as short as

§you wish and as detailed.

t* Make some items on the list time specific by saying, By such
? inclftuch a date, I will have accomplished such and such goal.
i "H^now your list to no one, , Memorize it. ¶Read or recite it upon
lijiwakening, before bedtime, and any other time it occurs to you

do so.

* When you are reciting your list, if you realize that some
Entries are not in the correct order of importance, rewrite the list
ifcnd rememorize it. Whenever a goal on your list is achieved, i
reconstruct the entire list with as much care and thought as you
||0ok the first time you wrote it.

Don't be afraid to put on your list extremely material short-
^term goals, such as a new car or a promotion within a month or •n
two; don't be afraid to list extremely idealistic or long-term
h<§goals, such as career-overview statements, health statements, or
lifelong directives. Remember, you are instructing yourself to f
tucceed, targeting goals you have chosen as harmonious with
your belief system. By reciting your list faithfully, you will | V
begin controlling and optimizing your reality map without hav-I
ring to microanalyze its shortcomings.

I We recommend reconstructing the entire list whenever you
Is realize that some entry is in the wrong position, because this
indicates an emerging conflict between the root level of your
belief-system tree and your reality map. Conflict of this sort
creates an irresolute actor whose energy is spent fighting inter-
iffifcl battles.

Using your targeting list, you can and must reconcile the differences between your reality map and the maps of others with whom you must interact. More, you can remain true to your belief system and substantially increase your competitive capability by focusing on the differences between you and your competitors and exploiting your relative strengths.

All behavior, business included, succeeds only to the extent that it is motivated by sound judgment. Products and services must fill a real need and perform creditably. If a supplier is cutting a logistical corner in haste to reach a goal—as happened prior to the *Challenger* explosion—his effort will ultimately fail. If a procurement officer cuts the same corner by contracting with just such a competitor, the procurer is underwriting eventual failure. Although money may change hands and benefits apparently accrue to individuals who provide substandard goods and services, in many cases their credibility and reputation eventually will suffer as a result—as increasing numbers of congressional and procurement scandals clearly demonstrate. Not in the short term, perhaps, but ultimately, in the larger time frame where the big ones are won and lost, morality counts. / What do we mean by morality? We mean your subjective and personal sense of right and wrong, developed in a context of cultural ethics. If you meet your own behavioral standard, your actions have a much greater chance of success, because the expectations of your reality map are consonant with your belief-system tree.

Warriors must know what they are fighting for and believe in it. People who act in accordance with their belief systems succeed, in part, because they feel they are right and thus deserve to succeed.

Your expectation—your reality map—acting in concert with your belief system focuses you in time. Your expectation is your time sense, explicitly setting time limits on your accomplishments while implicitly defining your feeling about time itself—whether you control time or time controls you. If you are more comfortable taking the short view, do so consciously, but re-

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member that visionaries are those who have trained themselves to focus on the big picture[^]
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MODELS OF REALITY

In the following chapters, we will unroll a reality map that Includes telepathy, psychokinesis, and manipulation of time by line human mind. To perform extraordinary acts, some warriors need only faith. Others need to know that what they are doing is behavior accepted by authorities they respect.

Here is a quick and dirty survey of the theoretical reality maps used by many on the leading edge of physical thought in engineering, physics, and government to approach extraordinary phenomena in a rational context.

1. The electromagnetic (EM) model suggests that we are biological transceivers attuned to the psychic frequencies. This model is favored by Soviet and Eastern European scientists.⁴ Here, geophysical wave processes such as geoseismic and infrasonic waves are considered potential carriers for human mind/body communications.

2. The anthropic model postulates that human minds shape the reality they observe, that we order the random processes of the universe with our consciousness.

3. The quantum-mechanical model suggests that the mind prefers recognizing static moments of "reality" but also interacts with wave phenomena on a continual basis. Thus, consciousness has access to the future and the past as well as the present.

4. The holographic model suggests that human consciousness transforms frequency and amplitude information into intelligible sensory impressions.

A WIDER REALITY

No one knows which, if any, of these models is the correct one. No one knows for certain how consciousness interacts with the phenomenal world. Bell's theorem (proving locality is incompatible with quantum-mechanical laws) suggests that either we view the world as fundamentally interconnected or we imbue



consciousness with the power to directly affect and connect reality.

Einstein's relativity offers us "frozen passage," in which all events are independently fixed and consciousness moves over them, from the past to the future, like a train on railroad tracks.

Governments around the world are interested in these models, because recent analyses of paranormal phenomena suggest that time itself may be open to manipulation. If we can acquire reliable information about future events and manipulate coincidence, the very conduct of warfare, espionage, and business will change dramatically. So will the global reality map.

The warrior needs the best reality map he can get. You may choose from among these potential reality maps, if you like, any model that delimits your perceptions of what is and is not possible. You may choose a reality map where ESP, psychokinesis, and mental access to events in the future are all possible. You may wish to call these events noncausal, nonlocal quantum effects. You may call them paranormal effects or psychic phenomena. But whatever you call them, the boundaries of your reality map are now broader than they were, and we can venture into this larger world.