The Essential You
Study Guide

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This study guide was intended for clients working on the Essential You program. It is a guided Life Optimization program. The program includes dozens of guided actions which are not included in this study guide. A number of graduates noted that they had shared the study guide with friends or family, and it was found to be helpful in itself.

The information and protocols in this book are a synthesis, influenced by many sources. The only prerequisite required to succeed with these protocols is the belief that one can improve.

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Be—Do—Have in a Game

Everything in our lives can be evaluated by how you are Being, Doing, and Having.

Definition: The state of Being someone or something begins when an Identity or Beingness is assumed. Prior to assuming a beingness in a game, one is only an observer, aware of being aware.

Definition: An Identity is a collection of attributes, abilities, tools, etcetera, assembled and assumed to fulfill a specific intention to Have.

Definition: Game; a metaphor for life. Games have beginning, they advance and develop, and then at some later point in time, come to an end. There can be many smaller and/or shorter games within larger and/or longer games. Stated another way, a game is an activity cycle. Many such cycles may exist within the larger cycle.

To want to play a game, there must be the consideration that a player has a chance of winning. If a game is too difficult to confront, it seems like a waste of resources to play. If a game is not sufficiently challenging, it too seems like a waste of resources to play.

In the game called life, You and your body together have your name as an Identity. Let's imagine for a moment a character named Pat. People who know that character use the name Pat as an identifier. That identity is modified by other beingnesses, doingnesses, or havingnesses (adding 'ness' as a suffix means state or condition). For example: Pat the catcher on the softball team, Pat the parent, Pat the spouse, Pat the nurse, and Pat the neighbor are further examples of modifying identities.

Definition: Doing refers to action; the motion toward the attainment of goals or products, working to fulfil a purpose or intention. Put more simply, Doing is changing the position of an object in space.

Definition: Having is about possession and ownership; being capable of taking charge or commanding objects, energies, and spaces. When you are comfortably relaxing in a space, you own or possess that space. What you Have is the result of what you have been and done.

The Be—Do—Have Cycle

Be: to exist or live. Do: to perform or act. Have: to possess or own. These three verbs form an integrally connected Activity Cycle. In order to Have a thing, one must Do something to acquire the thing. In order to Do something, one must first assume an appropriate identity and Be that identity.

Definition: Essence is the permanent (as contrasted with the transient) element of the individual. The essence is the real, or basic nature of a thing as opposed to its apparent or surface appearance.

Definition: Integrity is defined as adherence to ethical principles, soundness of moral character, honesty, the state of being whole, entire, or undiminished.

Definition: Morals are rules of conduct, codified by an authoritative source such as a culture or religion.

Definition: Ethics are self-determined standards of what is right or wrong, good or bad, etcetera. Ethics, as opposed to morals, are an individual proposition based on the changing survival needs of an individual or specialized group. Individuals tend to form groups with others who have ethical codes complimentary to their own.

Integrity and Ethics determine the quality of how you are Being, Doing, and Having. Ethics are the mechanism by which you may correctly order your world to help you overcome barriers, prioritize importances, and optimize your life. For you, a good choice will lead to more survival or less harm. From your viewpoint, that choice would be ethical. An unethical or bad choice will result in more harm or less good.

Definition: Natural Law is based on a close observation of the patterns of human behaviors that lead to survival and peaceful co-existence. According to Natural Law theory, all people have inherent rights, conferred not by act of legislation but by God, nature, or reason.

Ethics align with natural law or the beneficial values intrinsic to human nature. It is observable that playing a game more skillfully than the opposing players usually results in victory for that player.

If someone were to violate the rules of the game, the other players would object as cheating runs counter to the natural sense of fairness and integrity.

Definition: Evil, if using binary logic, conjures up un-confrontable images. Evil exists, as does good, on a graduated scale. The dictionary defines Evil in a few ways. Perhaps the most common usage is “Immoral or wicked”. Another is “Something which is a cause or is a source of injury or destruction”. Both definitions have problems. Not everybody agrees on what is immoral or wicked and destroying an unsafe building or tackling a purse snatcher might be considered good. So let us decide upon a workable definition for this program: An act which causes more harm than good is Evil or Adversarial.

Definition: Enlightened Self-Interest is the idea that when we act to further the survival of others, or the survival of the group or groups to which we belong, we ultimately serve our own self-interest.

This natural sense of fairness and integrity would suggest that there is an innate goodness that is basic in all beings. Let us start from the premise that no baby is born evil, but a child can

learn evil behavior through example or as a result of mistreatment. That behavior can be improved through ethical self-reflection and enlightened self-interest. Thus, reform is possible and can lead back to a more ethical state of existence.

If this is true, then is not Evil an additive Identity on top of our basic good nature?

> **Definition:** The Essential You is simply that which is aware of being aware and perceiving – not a body nor a name. Not a mind, or anything else. It is simply you without the addition of an identity. It is a quality of being wholly objective. Your essential awareness is not a physical object. The Essential You possesses the ability to observe objectively and evaluate.

To further unpack the paragraph above, ask yourself the following:

When a body ceases to function, does the awareness leave?
Where does the awareness go?
Does the awareness cease to Be?
Is something physically missing from within the body when the awareness departs?
Did that awareness exist before it first appeared within the body?
Can it exist independent of the body?

This program does not presume to answer those questions. That is for you to decide. But if you are left with more questions than answers, imagine looking at you, the identity, from an outside perspective or viewpoint. Imagine looking with curiosity but without bias or judgment.

> **Definition:** A Viewpoint is a point from which an awareness perceives. A Viewpoint is subjective when one chooses to employ Beingnesses through which to observe. The action of viewing utilizes all sense channels including intuition. Intuition, in the absence of identity, might be analogous to ESP. You can choose to view from any Viewpoint. The Essential You is however the Senior Viewpoint.

Integrity and Ethics are evaluated by the Viewpoint, not by an externally established set of rules. Whether something measures up to your sense of integrity or is considered ethical is based on your Viewpoint at that point in time. Nobody else gets a vote in the matter.

Survive or Succumb

Survival is the impulse to persist through time. In a game, perfection or absolutes are not on the menu. Fortunately, anything can be improved. If one had played the perfect game, would it be fun anymore? Thus, one can observe that survive and succumb are not black or white values, but instead infinite shades of gray from almost white to almost black.

Having perfection as a standard denies us any possibility of success. Indeed, if nothing less than perfection is good enough, winning is not possible.

When we speak of our survival, we are referring to the wellbeing of the Identity one is playing in the game. We can choose to end our participation in a game and thereby abandon that identity. For instance, if one gives up smoking or golf, they cease to be a smoker or golfer.

If one considers they are surviving as a player in a game, one must concede that they could cease to survive or lose in a game. Otherwise, why would one seek to improve their survival factors and attempt to win?

Improving survival factors leads to pleasure and happiness. Succumb leads to pain and sorrow. Correct decisions lead towards better survival, hence the importance of choosing correctly.

After a long pattern of unethical choices are taken, there is a point at which a person can reach a state where the person perceives things in a reversed fashion. Good becomes bad and bad becomes good. In such a case, game-playing-logic is said to be inverted.

The criminal viewpoint makes a good illustration of this phenomenon. A smiling cop on the beat is a welcome site to the shopkeeper but causes fear in the shoplifter. Even if the criminal isn't shoplifting at that moment, they consider the cop to be bad and their enemy.

Definition: Domains comes from a Latin word meaning loosely "to rule over property". When we speak of our domains, we are referring to those areas in which we may exert control and influence.

The Domains Model

The domains could be considered subdivisions of your desire or impulse to survive. Some obvious examples would be seeking to:

Survive as you, plus your body and your other possessions.
Survive by merging with an intimate and by nurturing any creative products.
Survive as intimate groups such as the family who raised you, or close friends.
Survive as groups such as a work or civic group, a neighborhood, or city.
Have your species survive.
Have plants and other species survive.
Have material objects of the physical universe survive.
Survive as a more essential spirit or thought form.
Survive through the experience of aesthetics.
Survive by reaching for the beingness of or being one with the Source of All.

When a person chooses an action and then acts upon that decision, effects are created in one or more of those domains. To the degree that a person fosters increased survival in more of those domains, the better, or more ethical the decision. Conversely, the more harmful the choice across the domains, the less ethical the decision.

The control or influence exerted in our domains can be beneficial and skilled, or haphazard and clumsy, or even seemingly absent. We co-exist with other players and entities in each of these territories. Our overall health is tied to the health of those players and entities. When we evaluate options prior to choosing a decision, we should weigh how each possible choice will affect our relationships in all of those territories. Here we have another graduated scale: Selfish to Selfless. When evaluating choices from an objective viewpoint, we sometimes favor others over self. For long term survival, one must at least consider delaying gratification. In order to make the most correct choice in a given situation, one needs to properly evaluate the potential impacts of the various choices before taking action.

By our very nature we seek to survive as our first priority. Maslow's Hierarchy of Needs illustrates this well. If our basic needs are not met, the higher strata of survival such as securing our future cannot be achieved.

Living is not a solitary activity as we depend on others, and they on us, to survive well. It follows then that we must consider potential impacts to all areas of our existence before taking a choice.

The most ethical choice would then be the one which supported enhanced survival in the most areas or did harm in the fewest areas. This is enlightened self-interest which is the philosophy that acting to further the interests of others, or the community, ultimately serves one's own self-interest. This also exemplifies the simple utilitarian concept that something is as valuable as it is workable.

We will always be judged for our choices and the products of those choices, be they good or bad. One must be prepared to hear either praise or protestations for the results of those choices. However, neither praise nor protestations are sufficient reason to give up our integrity.

What's In It For Me?

How well one survives is a function of the quality of their various relationships. In order to properly manage a relationship, one must know what is exchanged between each entity.

Fair Exchange is ethical. For example, what do you, the awareness, give to and get from the body? Is it a fair exchange from your Viewpoint? Is it fair from the Viewpoint of the body? The same questions apply to each entity in each domain.

An area of your life which is not surviving well, when viewed objectively, usually indicates past or ongoing unethical choices or actions.

Some examples of this might include: a disorganized environment, a poorly maintained vehicle, an insufficient rainy-day fund, difficult relationships, trouble with or a visceral dislike of authority, a tendency to be taken advantage of, a poor self-image, poor health through neglect, etc. Since it is natural to seek to survive, there must be some unnatural factor which comes into play during those times when we act in an unethical or non-survival manner.

That unnatural factor is viewing and acting from an illogical or irrational viewpoint.

The Enemy Viewpoint

An illogical or irrational agent of apparent self-sabotage is an enemy viewpoint. Some of the characteristic traits of an enemy viewpoint include:

Ignoring all but one domain or identity while making a decision
Ignoring pending consequences in favor of immediate gratification
Allowing or doing something which knowingly causes a negative net effect
Allowing one of your identities to be wrongly influenced
"The end justifies the means" behaviors, etcetera

An enemy viewpoint works against your optimum survival scenario as an adversary.

Confronting Evil

What is evil? Evil is knowingly choosing non-survival decisions or actions with full knowledge of the pending bad result. Evil is an intention to harm without regard for the greater good.

Evil, in an absolute sense, could be defined by what it is not. Evil is the absence of good. In reality though, evil is usually not so glaringly obvious. So, to reiterate; an act which causes more harm than good is evil or Adversarial.

In order to address evil, one must be able to recognize it, face up to it and name it. If one is unable to face up to or confront evil, one will tend to avoid perceiving it. If one is unable or unwilling to confront evil, it is easier to simply find an alternate plausible explanation for the condition created by the evil, and therefore not spot the actual cause.

Remember that we as people are essentially good and being right is linked to survival. We find it disconcerting to accept evil or be in its presence. Having committed an evil or Adversarial act will cause us to find ways to justify that decision or behavior. We want to be right, after all.

Once justified, those bad behaviors, from our new viewpoint, seem less bad or more good. Likewise, someone whom we like or depend on for our survival might be given a pass when another less favored person might be condemned for the same action.

If we are bested in a game by someone using bad behavior, we might unknowingly adopt their behavior in order to be victorious in the next contest. That addition modifies our existing identity and moves us farther from the Essential You viewpoint. If later we win using that new behavior, the behavior becomes good from our new viewpoint.

We have all witnessed the transformation of the kid in school who started hanging out with the “wrong crowd”. They assumed the attributes of the group to fit in and thereby changing their identity. It is likely that they weren’t winning with their former identity, so they changed to one they observed was a winning identity.

Another blind spot to contend with is the tendency to automatically assume rightness, and that any fault must reside elsewhere. Being right feels good. But believing oneself to be infallible is an enemy viewpoint trait.

Similarly, when one fails at achieving an objective, reasons which excuse failing can spontaneously rescue us from being responsible for that failure. While soothing our ego, those excuses prevent us from discovering the real cause of failure.

With the actual cause discovered and the viewpoint corrected, the next attempt to achieve the goal is much more likely to be successful. On the other hand, an incorrect solution never truly solves a problem.

The Scale of Emotions

The Scale of Emotions is an observation of the various emotions one could manifest. The following is a section of that scale: Apathy, Grief, Fear, Anxiety, Hidden Hostility, Resentment, Anger, Antagonism, Ambivalence, Complacency, Conservatism, Cheerfulness, and Enthusiasm.

The Emotional zone which one most often occupies on the Scale of Emotions is a good indicator of the ratio of past ethical versus unethical choices and behaviors. It is also an excellent indicator of current survival potential.

As a general rule, at the level of Antagonism and below, one is highly susceptible to the influence of the enemy viewpoint.

Taking Charge

Definition: For this program, the definition of Responsibility is two abilities; the ability to admit having caused an effect, and the ability to withhold oneself from committing transgressions by an innate preference for one's ethical choice. Being fully responsible for a past or future outcome, one is willing to own the result and reach into and withdraw from the area.

Definition: The definition of Control is the ability to initiate an activity cycle, move it to the goal, acknowledge ownership of any products and then declare the cycle completed.

Definition: Knowledge is defined as the conclusions drawn from an objective observation of data and factors in motion through an activity cycle without the introduction of premature subjective conclusions.

In order to successfully manage your life, you must take responsibility for all of its parts. As you increase your level of responsibility, your ability to control the various factors to a desired outcome improves.

What you learn from the feedback in these interactions increases your knowledge of what works and what doesn't. That new knowledge increases willingness to take further responsibility and apply better control.

The amount of realized potential you wield in your various domains is proportional to how well responsibility, control, and knowledge are utilized.

Why Bother?

We should discuss confronting Evil again at this point. There is only one valid reason to use this program – you realize that you need and want to correct the things in your life which, to you, are not satisfactory.

Only by being entirely truthful with yourself will you find the correct things to change. You must correctly target the self-sabotaging adversarial traits. Are those traits evil from your viewpoint? Do they diminish your survival potential? If so, those traits must belong to an adversarial viewpoint – an identity.

Hey! Who's In Charge Here?

Any assumed viewpoint or beingness that engages in unethical behaviors or activities will eventually prevail over any subsequent attempted survival actions, unless an ethical viewpoint is first assumed. That is because viewpoint "Be" is senior to action "Do." This is the basis behind the saying "Start off on the right foot".

Therefore when an activity cycle is going in a less than ethical direction, trying to do the right thing is not enough. One must first locate and eliminate the viewpoint promoting the negative activity or behavior.

An action is the product of a viewpoint. The action follows the dictates of the viewpoint. This is because our current beingness is the sum of our thoughts, intentions, and emotions. We have all heard the admonitions to get in the game or get your mind right. Thus, the proper corrective sequence is to assume the correct viewpoint, then act accordingly. This explains why exerting self-control or willpower are seldom effective for very long. When one allows an enemy viewpoint to sabotage a New Year's resolution, it is not the Essential You which is choosing, it is the identity which you have assumed. Control and or force are not necessary to do something that you truly want to do.

If the Essential You decides that some change is valuable and important, the decision once made will not be a struggle between You and an adversarial viewpoint.

Operating Conditions

The health of each domain can be said to be its operating condition. Each condition, from Chaos up to New Horizons, has a protocol to correct any deficiency or stabilize any desirable state.

By applying the correct protocol, one's operating condition can be raised to the next higher condition.

Applying the wrong protocol or failing to complete the correct protocol will result in a worsening of condition. If the proper application of a protocol does not cause an improvement, you are applying the wrong protocol and should re-evaluate the current condition.

The Protocols and their Products

Be The Viewpoint

Chaos: Locate You in time and space.
Betrayal: Knowing that You are.
Adversary: Discover and stand up to the Adversary.
Uncertainty: Choose the side on which You belong.

Do The Action

Accountability: Put things right, responsibly.
New Beginnings: Build from a sound foundation.
Jeopardy: Enemy-proof your life's activities.
Crisis: Rapid response and repair.

Have The Result

Viable: Soundly operating and profitable.
Success: Just Rewards re-invested.
Enhanced Viable: Survival securely established and expanding.
New Horizons: A new adventure.

Chaos

Chaos is a state of erratic and undirected elements or constituent parts. A quantity of elements whose motion is beyond the viewer's ability to tolerate is also chaos or a confusion.

Chaos or confusion occurs when crossed intentions or crossed motions are operating in the same space. A simple example might be two people trying to quickly cook two different meals in the same small kitchen at the same time.

When elements are orderly, predictable, and move toward a desired outcome they are said to be a flow. They become usable energy or a product. An example of this concept can be seen in an assembly line. In this model, everything is optimized for efficiency. The factory receives its deliveries at one end of the production line, the products move toward the other end of the factory as they become more complete, and the finished product is packaged and shipped at the other end of the building. This arrangement creates a flow. If the raw materials and finished products were handled at the same freight dock, it would be chaos.

- In order to remedy a chaos or confusion, one must first define what constitutes that confusion and what does not. What are the parts, pieces, and factors that make up that chaos? This is especially important where multiple confusions co-exist in what seems to be the same area.
- The next step is to begin to sort or analyze the elements that make up the confusion by relative importance and value. A valuable item can be important, but something important is not always valuable. Sorting by these criteria causes the chaos to take on some order.
- As one focuses on the valuable and important elements and then confronts the other elements, the chaos subsides, and sanity emerges.

An obvious example is moving to a new residence. You find yourself in the midst of utter chaos. All of your belongings have been randomly located wherever a flat place is available. In order to put order in and tame the confusion, you find the most important object and place it where you know it belongs. That becomes the stable element. You continue to place element after element where you are certain they belong. Before long the confusion subsides, and order takes over.

Chaos Protocol

Can you now locate and designate yourself as the stable element in the condition that was formerly chaotic?

How does it seem to you now?

If at this point the client does not feel he or she can state with certainty they have completed the protocol, re-cycle through the delivery steps beginning with the first domain assessment.

Betrayal

Betrayal is the act of disappointing a person's trust, hopes, or expectations. It is an act of treachery. In this program we are focusing on the first domain, so the betrayal we are examining is the self-inflicted variety on the reflexive flow.

Betrayals against yourself are the times when you did not do what you thought was the correct thing because of not wanting to rock the boat, or fear of reprisal. Betraying yourself is about not appropriately voicing your truth or allowing others to treat you badly. Betraying yourself might be ceding rightfully held territory by allowing an unwanted someone or something to invade your space. Other acts of betrayal might include succumbing to peer pressure and doing something illegal, agreeing to sexual activity for fear of losing a personal connection, allowing yourself to be made less of in the hopes of making someone like you, or working your body beyond its limit.

Analyzing Self-Betrayal

These questions ask for times when you have betrayed yourself. Answer these questions in the order most interesting to you. Keep going over the questions, answering them in descending order of interest. Take notes so you can find a pattern of similar betrayals, going back over your life. For instance: when did it happen, did it happen often, did something happen before you changed your behavior, was a decision made prior to the change in behavior, have you blamed others for perpetrating the betrayals, etcetera.

Are there times when:
you made a promise to yourself and didn't follow through?
you gave up your power?
you decided to go with the flow when you disagreed with the direction?
you invalidated your own reality in favor of someone else's?
you denied your own knowingness?
you denied your own value or worth?
you failed to trust yourself?
you decided that you were not trustworthy?
you gave up your territory?
you drew a line in the sand and then let someone cross it?
you chose to quit because getting what you wanted was too much work?
you turned over your viewpoint or self-determination to another?
you decided to lose or fail because it was the path of least resistance?
you denied you caused something or were a source of something?
you refused to take action in a just cause?
you denied that you were there?
you refused to be there?
you denied your own existence?
you decided to not exist?
you allowed someone to tell you what you should think?
you decided you would accept a label that wasn't accurate?
you wished you were never born?
you have been ok with not doing the right thing?
you have enabled or were co-dependent with someone who acted unethically?
you defended and justified the unethical behavior of yourself or others?
you went on trusting self after being betrayed by yourself?
you went on trusting someone else after being betrayed by them?
you failed to set healthy boundaries for yourself or others?

Betrayal Analysis

Have you spotted a pattern?
When did it start?
What were the circumstances which allowed you to choose betrayal?
Did you have a change of attitude about life or yourself at that point? What was it?
Have you made others responsible for this situation/condition?

Betrayal Protocol

Have you decided and affirmed that you are not in agreement with further betrayal of your integrity? Who is it that is making the decision?

If you are sure that it is you, you have completed the Betrayal Protocol.

Adversary

An Adversary is an enemy viewpoint, not a friend. A friend takes your survival into account while making a decision of which you are a factor. An Adversary, by definition, does not value your survival, and may destroy or sabotage your survival in a solitary selfish act. An Adversary does not engage in win-win games. People, groups, and even objects which seem to block you from reaching survival goals might be enemies. They may not be enemies, or adversarial. Their survival needs and yours may simply not be complimentary. Your own non-survival behaviors and intentions are by definition adversarial. In the first domain, you are looking at things an *identity* has done which harmed your survival. This is self-betrayal or self-sabotage because the Essential You has allowed an enemy viewpoint to take charge. If the Essential You is not in charge of directing the identity known as (your name), then another Viewpoint will be. That other viewpoint will be an enemy; it will be The Adversary.

Discovering the Adversary

In the First Domain, using an adversarial identity as a substitute with which to confront life, holds you down, undermines you, sabotages you, makes you feel less than you. It tricks you into further self-Betrayal. Since an adversary does not engage in win-win games and must win at all costs, there must be a loser, a victim. Unnecessarily harming others is also a self-betrayal as when we knowingly cause more harm than good in a domain, the result is eventually a lowered survival potential for one's self.

As players in a game, we have two fundamental actions we can employ. The first is reaching, which reduces the space between the player and that which is being reached. The second is withdrawing, which increases the space between the player and that which is being withdrawn from. Things which we feel comfortable interacting with are easy to reach to and withdraw from. So with regard to space, comfort is a significant factor. If one were to unintentionally touch a hot stove, a sudden withdrawal is automatic. Putting more space between the experience of pain and the player is easily understood. If one commits a transgression and regrets the act, do they maintain the distance or increase space? Is the comfort level for the player with regard to the recipient of the adversarial act changed?

The adversary is the agent of self-betrayal and the cause of subsequent unwanted effects. Those actions and effects create a victim. Does transgressing against another make us feel we might expect reprisal? This is due to our basic nature, that urge to have and play a fair game. For every effect you have experienced, you have been, at least, a contributory source or cause.

Consider the following: *The butterfly effect is a concept from chaos theory stating that small, seemingly insignificant changes in the initial conditions of a complex system can lead to vastly different and unpredictable outcomes. It highlights how minute events can cascade into massive, unforeseen consequences over time.*

Also consider the law of entropy: *that things naturally fall apart, scatter, or even out over time unless you actively put energy into them to keep them organized.*

These theories would seem to indicate that one has at minimum some responsibility for outcomes in games of which one has a part.

Adversary Protocol

Can you differentiate between You the objective observer, and the Adversary?

Are you the Essential You or an identity?

If you are sure of your answer, you have completed the Adversary Protocol.

Uncertainty

Uncertainty is the condition of not being able to make up your mind. Being stuck between two choices is uncomfortable at best and a source of anxiety at the worst. The little devil and angel standing on opposite shoulders loudly insisting that you listen to one or the other is a good analogy for uncertainty. To make it more interesting though, the devil and angel look similar, resemble you, and both seem to be making sense.

Getting to the truth is what the Uncertainty Protocol is all about. Uncertainty in the first domain is an indecision of whether or not to cede control to the Adversary in a challenging situation.

Challenging The Uncertainty

If you are wondering about how to maintain who you really are, you have arrived at a condition of uncertainty. Uncertainty is an uncomfortable condition, so one tries to solve it quickly. Uncertainty arrives when a choice presents itself. It is then that you must decide whether or not to cede control to the Adversary or make the ethical decision.

To effectively perform this protocol, one must be brutally honest. Failing to do so and going easy on yourself actually makes the job of reclamation and repair more difficult. Be aware that the Adversary will seek to remain in charge through any means. Therefore, one must be alert and on guard for lies, obfuscation and a tendency to rationalize or justify.

Uncertainty Protocol

- **What are the effects of the behaviors, activities and intentions of the Adversary?**
- **How much decisional power should you allow the Adversary to make decisions regarding directing choices related to your survival?**
- **What action has the Essential You taken on the behalf of your identity?**
- **Are there times when you might have taken the easy path but instead chose to take the ethical path and survived better in your domains as a result?**
- **How much decisional power should you wield as Essential You to make decisions regarding directing choices related to your survival?**
- **Is there any actual advantage to confronting with an adversarial identity?**
- **Is there any possible downside to making choices from the Essential You viewpoint?**
- **Are you ready to decide from which viewpoint from which you will decide going forward?**
- **Declare your choice aloud and direct it with conviction at the Adversary.**
- **If a person in another of your domains shares a similar Viewpoint, at an appropriate time discuss your choice with them. If they choose to retain that Viewpoint, you should apply this protocol, from your viewpoint, to them.**
- **Take inventory of the activities which were controlled by the Adversary and consciously reorient them to the correct Viewpoint. Work to reorient all of your relationships and products as Essential You.**
- **Any improvement is a win and should be acknowledged. Beware of perfectionism which is an Adversarial trait. Get things moving in a positive direction and keep them moving.**

Accountability

The prior protocols were devoted to how you are Being. You are now moving into Doing.

Accountability is the quality or state of being accountable, especially as an obligation or willingness to accept responsibility or to account for one's actions. Essentially it is about being willing to accept "You broke it, you bought it" or "Wow, that's wonderful. Congratulations!"

In the condition of Accountability, you will be regaining resilience and reclaiming your space from the Adversary.

You will also be repairing the damage done while using the Adversary. The damage was done at those times when you used the Adversary to confront with instead of standing bravely and confronting as yourself.

The Adversary seems "useful" because you can "slip away" and let it handle the uncomfortable or dangerous situations for you. This only works in theory.

Once you have reclaimed your space and cleaned up the damage, you will need to advance into new territory. You will cause yourself to be temporarily less comfortable by expanding beyond your supposed comfort zone.

Part of accountability is knowing for what one is to be accountable. A transgression is an act which causes more harm than good based on one's ethics and domains. A transgression can also be a failure to act when confronted with an ethical decision. The later would be a withheld act. Another form of a withhold is keeping secret one's transgression when someone has a justifiable reason to be aware of it. Looking at transgressions through the lens ethics, a transgression is an attempt to solve a problem irresponsibly.

Accountability Protocol

- Know them. To be accountable, you must be able to differentiate between friend and foe. Friends may not share your goals, but they do not oppose them.

A friend is happy for you to survive, and a foe couldn't care less. In fact, a foe will often do things that hinder your survival. Beware of associations which seem friendly but are in fact one sided, or parasitic. Inspect current relationships in all of your domains and decide who are your friends and who are not. Move non-friends out of your orbit.

- Fix it. Take down the Adversary's infrastructure. In areas which have suffered by You ceding power to the Adversary, you must put them right. This can be embarrassing as you may have to admit having been wrong, having failed, or having caused transgressions. You should be conspicuous in these corrections as you want others to notice the change in your world. Take any opportunity to communicate with friends about your actions if asked. This can solidify real friendships and expose weak or non-friendships. While making corrections, be ready to confront the Adversary. It believes that it owns those areas and will seemingly fight to retain them. Beware of being halfhearted or wishy washy. It was likely that bad habit which got you into this condition, namely letting the Adversary run the show. Be brave. Go looking for the fight and reclaim your territory. If you don't, the fight will certainly find you.

- Improve it. Organize your world. Make your environment neat and clean. Finish, if possible, every incomplete activity cycle. Find time to reach out to friends who have been neglected. Repair any upsets. Pay off any personal debts, monetary or otherwise. Take steps to make sure the body is healthy and happy. Recognize where you have and stop blaming others for your failures. Don't complain or attempt to justify your mistakes, instead, assume the correct Viewpoint and own them. In other words, get your priorities straight.

- Feel it. When you have completed this protocol, you will know you can trust yourself. The Adversary will have been tamed. You will feel that you have made up for the damage caused by using the Adversary to confront. Take note of how it felt when the Adversary was running the show and use that as an early warning indicator to self-correct your viewpoint. Don't Give Up Your Reclaimed Territory!

When you are certain you have achieved the product of this protocol, acknowledge yourself for the accomplishment and prepare for a new beginning.

Branching Out and Appropriate Application of Protocols

From this point forward you will be applying protocols to each facet or area of your life on an individual basis. For example, when you complete the New Beginnings protocol on an area, you will begin applying the protocol for the next condition, and so on until you have completed the Viable Operation protocol for each area. Do not pass up an opportunity to advance. Each area will require a different amount of time and effort to reach Viable Operation. You should not wait for all areas to be complete on the same protocol before advancing an area. Keep your study guide close by and refer to it as needed to stay on track.

New Beginnings

New Beginnings has as its goal to be able to comfortably occupy a location. New Beginnings is the action taken to create secure places so as to be able to reach from them and withdraw to them with equanimity.

New Beginnings Protocol

Make a list of all the locations that you will occupy on a regular basis. These spaces may include your home, place of business, your car, your favorite coffee shop, etc.

Beginning with the space you are currently occupying do the following:

- Tour the space and make physical contact, where possible and appropriate, with the structure and any associated objects. Imagine that you are filling the space. Create within yourself a feeling of ownership, regardless of the actual owner. Notice how the space contributes to your survival and how you contribute to it in return.

- Make a list of the people with whom you interact regarding this space.
  As you contact those people, (re-)introduce yourself while holding the intention to secure enhanced survival for both parties. Find out what is needed for them to thrive and let them know what you need.

- Produce what is needed by the other parties to create clear flow paths.
  Without expecting an immediate one for one return, monitor what products flow toward you as a result of your outflow. Acceptable inflows are an indication of a friend, but not the only one.

- Stay focused on creating what you want to have, not on what you don't yet have.

Return to your list of locations and repeat the steps until all of the areas are showing evidence of your outgoing products.

You will soon discover that not every person, or area, will require the same level of inspection evaluation, and re-acquaintance. This protocol, like all the others, functions best when the basic intentions are understood and focused on during execution.

- If an area doesn't respond, go through the steps for that location again with greater thoroughness. The product for each area will of course be different.

Be aware that an area in which one has committed a transgression will often be difficult to reach into and feel comfortable. In fact, withdrawing will seem to be the safe thing to do. If this is the case, spot and own any transgression, then repair the damage.

- When you feel you can own one of the spaces on your list and you are producing the desired product for that area, it's time to move up to Jeopardy.

Jeopardy

A condition of Jeopardy is a state of being vulnerable to injury, loss, or evil. A relationship, a situation, or an environment can be jeopardous by exposing one to a person or thing that may cause injury, pain, etcetera.

Since Jeopardy is by definition a threat to your survival, a relationship, situation, or environment which is jeopardous is not friendly but instead adversarial. If you cannot or will not spot and acknowledge a Jeopardy condition, you will be making decisions from a less than optimum viewpoint.

Habits are formed by doing something willingly until the action becomes automatic. Once locked in as an automatic function, unwanted habits require an active, conscious, and persistent effort to disempower them. Decisions pertaining to your survival should be attended to by you, in manual mode.

Jeopardy Protocol

- Make a comprehensive list of all of your habits which lead, directly or indirectly, away from pro-survival conditions. Try to spot the reasons why you chose to form each of those habits and what you believed, at the time, you were gaining or avoiding by doing so.

- Make a second list of the behaviors you will cultivate as replacements for habits on the first list. Include in each entry, which item from above is being addressed, and the reasons why the replacement behavior is superior to the habit it is replacing. It is possible that one replacement on this list will address more than one old habit.

- Using your new volitional behaviors, correct all non-survival activities and conditions that have predisposed you to being in Jeopardy. Whenever you become aware of a new challenge to your survival, apply these three steps immediately.

- Establish routines which foster enhanced survival factors in your domains. Don't abandon your integrity while deciding how to proceed in a given situation. Make the correct choice by evaluating the effects of either option against your domains. To win the game, lost ground must be retaken and held, so don't waste your time and energy being wishy-washy.

- This is an appropriate time to re-study up to and including the section on Operating Conditions. Then create, or update, your Code of Personal Integrity. Think of that code as your personal Mission Statement.

The reason that this is the right time to reflect on your code is that when things are going well, you don't feel the need to change anything. In the midst of a Jeopardy condition, the needed changes are obvious.

Your code should be an actively updated policy which steers you away from Jeopardy and toward enhanced survival attitudes, behaviors, and relationships.

A good way to compose a Code of Personal Integrity is to look at an unsatisfactory aspect of your existence, past or present, and decide what positive attitude, action, or behavior should take its place. Craft the replacement as a general statement.

An unsatisfactory aspect might be a cluttered and disorganized garage. An example of a replacement statement that is too specific might be "to keep my garage clean and organized so I can find my Phillips screwdriver." A more correct replacement statement could be "to keep all areas of my life organized and orderly so I am more efficient, and I have more time to enjoy life."

When all of the negative or unsatisfactory aspects have been addressed, visualize how your life could be when everything is going your way.

What general attainable goals from that vision could be reached with the guidance and products of your code? Include those goals as the future reward you will create out of intentionally improving your survival and the survival of those with whom you interact.

- Create a document listing first your attainable goals, in order of value and importance. Next, list your positive replacements of unwanted aspects.

Examine the document from an objective Viewpoint. Ask yourself, "Would I like to be the person who is living that life?" If you cannot say "Yes!" with enthusiasm, keep working on the document until you can.

- If you do want to be the person with that life, affirm that it is your Code of Personal Integrity.

Hanging your code on your refrigerator is not the end of the exercise. This code is for use. One of its best uses is in creating to-do lists for the next day and next seven-day period. Until this activity becomes second nature, it is best to write them out and read them aloud as positive "I will…" affirmations.

Crisis

A Crisis is a potentially serious situation or occurrence that is emerging and demands immediate remedial action. In life, conditions either improve or decline. Nothing remains unchanging for long. This is the law of entropy which basically states that things, left alone, tend to become more complicated or disorganized. To prevent decline, you must create more ordered processes or products and remove any disharmony. Therefore, if not taken seriously and remedied, a Crisis quickly becomes a Jeopardy condition.

Crisis Protocol

- Rapidly assess the Crisis. Discover what products, inbound and outbound, were affected and get those products moving again. Inform everyone who is connected with the area and needs to know of the situation and that you are working to correct it. If legitimately needed, ask for help.

- Determine the actual cause of the situation and what needs to change to prevent a recurrence. Apply the Jeopardy Protocol, if appropriate, for the area affected, including amending your Code of Personal Integrity. Integrate the new or modified policy, behaviors, attitudes, etcetera.

- Make up for the lost production by improving your operational efficiency. Don't waste time or other resources. You can relax when the Crisis situation has been repaired, and systemically corrected.

In other words, the Crisis is over only when you arrive in Viable Operation, the first of the have conditions.

Viable Operation

When something is viable it is capable of existence and development as an independent life unit. Viability also infers sustainability.

Upon arriving in Viable Operation, you have a going concern. You know where and that you are. You know who you are. You know who are and who are not your friends. You have taken responsibility for your missteps and know what spaces you can occupy with ease and equanimity. You know what Jeopardies looks like and how to avoid them. You know how to do rapid damage control and recover when the unforeseen occurs.

In short you can now confidently reach into and withdraw from the spaces which you comfortably occupy which is having.

Viable Operation Protocol

- When an activity is operating well, do a deep dive into the workings and evaluate it in minute detail. Visualize the parts as discrete activities within the larger activity cycle.
- If something is working, support it. But don't change anything yet.

- If something is not working well, discover why and correct it. Be aware that failing to perform this step if needed will result in a Crisis or Jeopardy condition.

- When any underperforming areas have been improved, look for ways to further improve the overall activity. Implement any change incrementally and with full disclosure so as to not create a Chaos.

- Periodically as maintenance, or if production falls off, review these steps so as to remain in Viable Operation.

Success

At some point, after steadfastly applying the Viable Operating protocol, you will arrive in a condition of Success. Success is the fact of getting or achieving wealth, respect, or fame. The correct or desired result of any given attempt is also a Success.

Success Protocol

- Do not squander your newly won Success. Protect it instead.

- Bring your finances up to date by paying every outstanding obligation without damaging your stability or draining your reserves. Bringing your ledger stably into positive territory is in effect the beginning of Viable Operation at a higher echelon.

- Carefully analyze the activities surrounding the Success. If surplus funds or resources are available, they should be used only to foster another Success.

- Carefully analyze the entities surrounding the Success. Validate those who supported and contributed to your Success.

- Any entities who were counterproductive to your Success should be evaluated with the Uncertainty Protocol and if you determine they are not your friends, move them out of your orbit. If they are a friend but the flows between the two of you are not clean, apply the New Beginnings Protocol and continue up to Viable Operation.

Enhanced Viable Operation

Enhanced viable Operation is used to remedy a topping out in terms of production. A brick layer can only produce so many feet of wall in a day. In order to expand production, something must be added or changed.

As was stated in the section on Crisis, conditions either improve or decline. Nothing remains unchanging for long. This is the concept of entropy which basically says that things, left alone, tend to become more complicated or disorganized. To prevent decline, you must create more ordered processes or products and remove any disharmony from the environment.

Enhanced Viable Protocol

- List and fully analyze every Viable Operation activity which led to a Success.

- List and fully analyze every activity that while applying a Viable Operation protocol led to a Crisis or Jeopardy condition. Decide if these failed activities were ill-advised; or poorly implemented necessary actions, etcetera.

- From the analysis above, create a draft Action Plan to visualize what stable survival on a larger scale or a higher plane might look like. An action plan is a detailed, step-by-step roadmap that outlines the specific tasks, resources, and timeline required to achieve a specific goal.

- Create a draft budget, if necessary, to account for any projected financial changes.

- Estimate how long the Action Plan will take to implement by applying the correct protocols to reach a new Viable Operation. Will current finances support the proposed new activity?

- Re-work these steps until You see that the costs and benefits show a significantly improved survival potential. Finalize the Action Plan and budget.
- Communicate to every entity who will be affected by the pending changes and secure their co-operation. Apply the New Beginnings Protocol as needed.

- Put the Action Plan into effect and make the changes. Your Action Plan should limit your exposure to Jeopardy conditions during the transition, but you will have at a minimum created a self-imposed Crisis condition by making such a change.

- Continue applying the correct protocol to each situation with the immediate goal of arriving in the newly Enhanced Viable condition. At that point you must begin applying the Viable condition protocol to maintain your new level of production.

New Horizons

When You are ready for a new game, be it a new job or new home, etcetera, You must responsibly end your participation the in the current game.

You may have experienced taking a new job only to find that the last occupant left it in disarray. How did that make you feel? This protocol has as one of its benefits adding good karma to your existence. Also, incomplete activity cycles trap some of our free attention, in effect freezing it in a time and location. Properly turning over an area or activity avoids that liability.

New Horizons Protocol

<u>Outbound</u>

- Wrap up any activity cycle which You would not want to encounter were you the new occupant.

- Write up a list of instructions to help the new occupant complete their New Beginnings protocol. Include those things that you initially struggled with as well as information as to where their new resources can be found.

- When leaving a job, leaving a write up of your important contacts and successful actions will not only make the new occupant's transition easier, but it will protect the relationships you formed with your former employer and co-workers.

- When selling a home, some items to hand off might be any manuals for appliances, yard maintenance contractor's contact info, etcetera.

Inbound

- Apply the New Beginnings Protocol and continue as appropriate.

- Before changing anything, find out everything possible about the situation or state of an activity.

- In a new job, discover everything you can about your predecessors' successes and failures. Learn how to re-create the successes and avoid the failures. Apply the Crisis protocol in failing areas as soon as a thorough evaluation is complete. In a new environment, discover why things are how they are before changing them. There just might be a good reason for that existing condition.

Other Domains – Other Viewpoints

The preceding protocols have been presented from the perspective of enhancing survival in the first domain by assuming the correct viewpoint and the resultant optimization.

As you may have noticed the protocols reach, out of necessity, into other domains. That is of course due to the inextricable nature of domains. You cannot exist only in the first domain or any other domain for that matter. The workaholic is a case in point.

By now, you have become aware of the concept of the weighted decision. A decision taken will have different impacts on any involved domains. When deciding based on survival, we tend to evaluate from a self-first Viewpoint.

But what if these protocols could be applied from another Viewpoint? Fortunately for your domains and all who inhabit them, they can.

For instance, you as a member of a group may be existing well while others are not. You can evaluate the situation from the multitude of Viewpoints that make up the group. By choosing the correct protocol from the perspective of those Viewpoints the solution will become obvious.

You will have to include some or all of the other players in that particular game to get the actual work done but if You have devised the correct handling, some of them will likely be cooperative.

The more that you win utilizing these common-sense protocols, the more applications for their use will emerge.

Before you know it, you will have integrated the protocols into your beingness and be able to apply them naturally and instinctively in life as The Essential You.