

The background features several large, overlapping, hand-drawn style swirls in shades of purple, green, and light blue. Scattered throughout are numerous small, yellow, triangular shapes that resemble sun rays or confetti. The overall aesthetic is bright, optimistic, and artistic.

# Minding the future

**Can an age of anxiety be transformed into an age of enlightenment?**

**Maureen O'Hara  
Saybrook Graduate School**

*May you live in interesting times...*

# Pressure

Violence

New workpla

Opportunity with risk

Teamwork

Biotechgenics

Litigation

Paradigm

Dominance of IT

Changing rules

Technofren

Capacity gap

Life - work imbalance

Downsizing

Healthcare

Market uncertainty

Diversity

Overwork

Speeding up

Globalization

Relocation

Terrorism

Mergers

Pressure from incoherent external world

Racism



Uncertainty

Cultural collisions

From "compliance" to "entrepreneur"

Changing

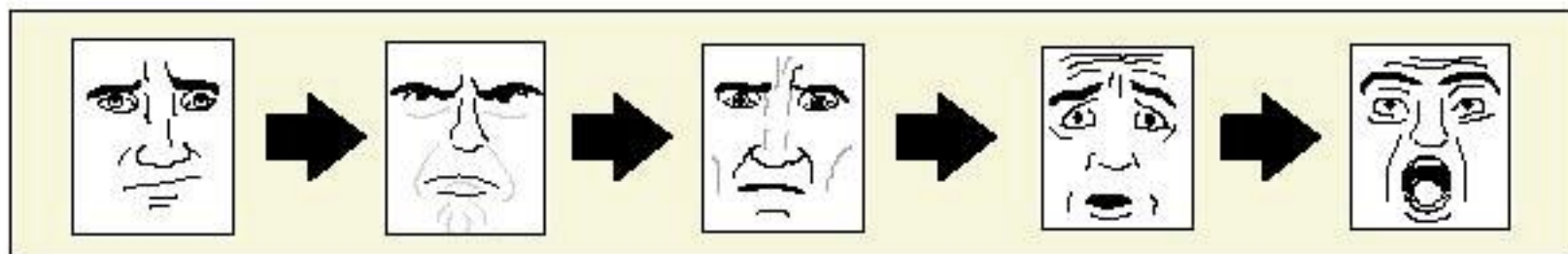
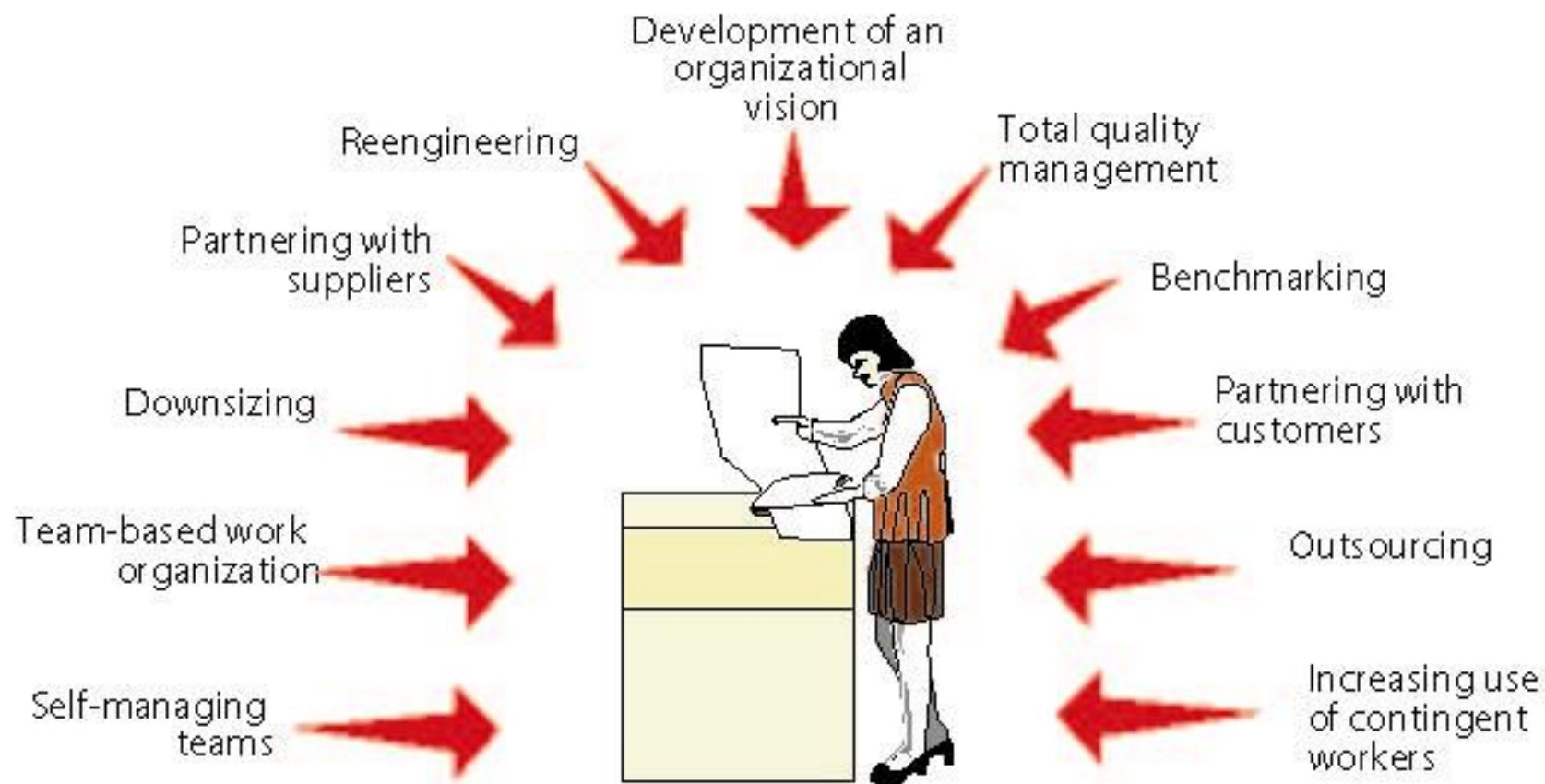
Sex and gender

# The (really) big picture

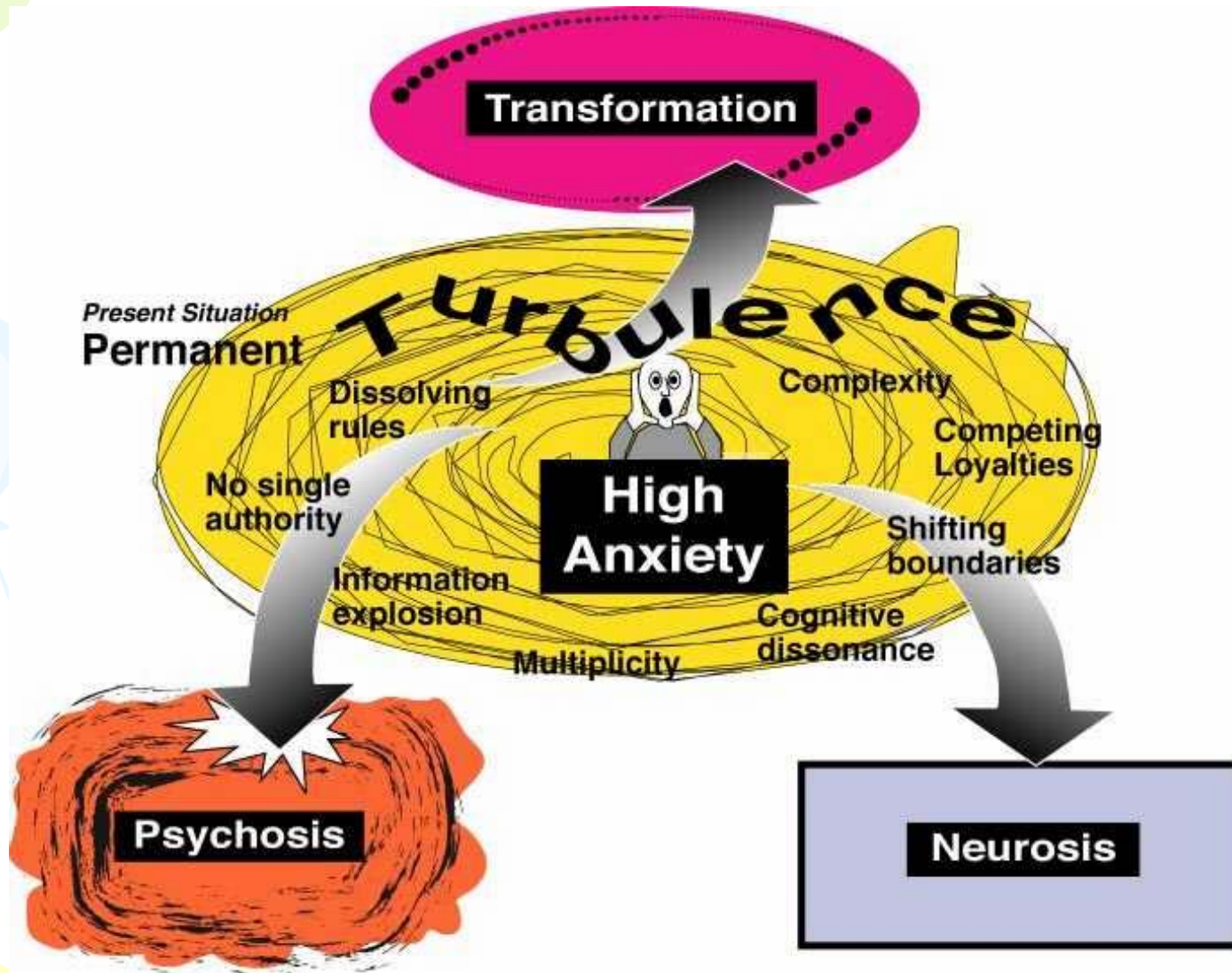
## Globalization and its consequences



# Impact on the individual worker



# Tipping point?





# Coherence and stability

- Psychology
  - Members of societies share modal psychology
- Culture
  - Civic routines, educational practices, social customs, group boundaries and norms, simultaneously express this psychology and maintain and perpetuate it
- Story
  - Coherent and stable societies share a common story on how things should be organized, what is valued and what is to be resisted, and why
  - Whenever the dominant story changes social and psychological distress increases



# Deeper patterns

- Modal psychology guides and frames
  - Attention (what we notice)
  - Perception (what we see)
  - Motivation (what we strive for)
  - Meaning making (what we make of it)
  - Brain development and emotional responses that get triggered by experience
  - Learning (what we retain and associate)



# The European Enlightenment meets global complexity

- Psychological and cultural coherence based in a single view of the world is no longer possible for anyone
- At all levels, long-standing cultural and cognitive “givens” are unraveling.
- The Enlightenment mental maps no longer fit even the European world let alone the rest of humanity
- There is widespread “cognitive dissonance” with resultant impact on mental health

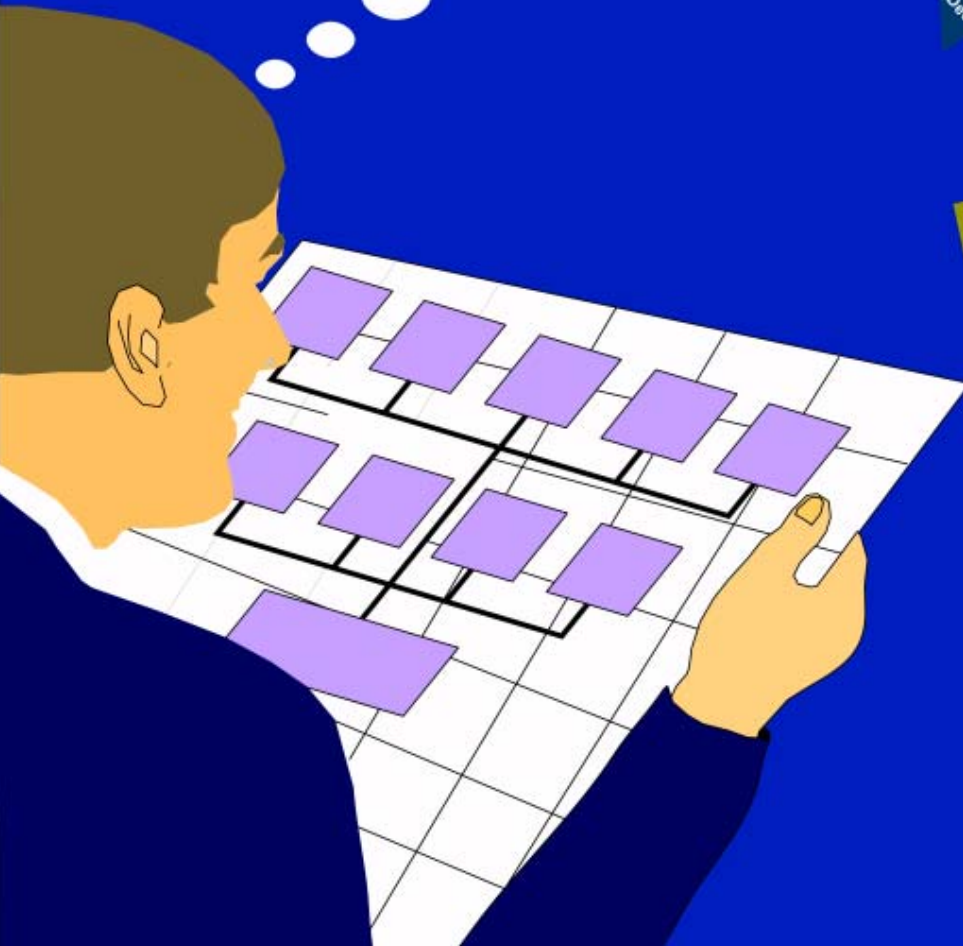




# Example--Organization culture changes in last decade

- Organizational structures-flatter and meaner
- Corporate culture from paternalist to entrepreneurial
- Mind set of workforce—lowered loyalty both ways--no more security
- Shift in work from making things to knowing things
- Employer-employee-relationship shifts
  - From parent-child to adult adult.
  - From “chain of command to “empowered workforce”.

**This map  
is not  
working!**



Cyberpunks

Biotech genetics

Pollution & shrinking natural resources

Population pressures

Violence

World internet

Market uncertainty

Tribal warfare

Gay rights

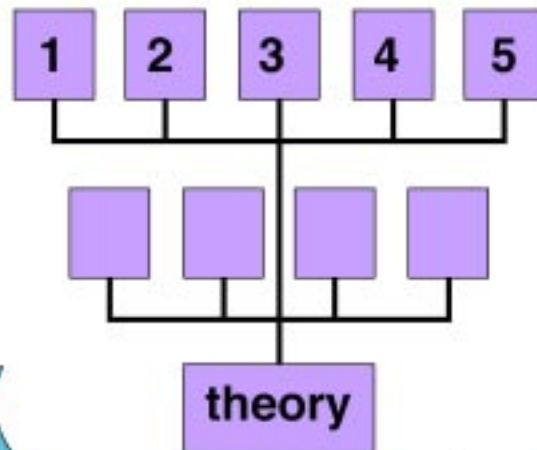
Terrorism

Info-revolution

Gender bending

Virtual reality

Truth, certainty, order, predictability



can not be handled with





# Core competencies for managers and line supervisors

- Creative leadership
- Networking
- Self management
- Teamwork effectiveness
- Leadership
- Vision and spiritual centeredness
- Followership
- Perspective
- Presentation
- Organizational savvy
- NB these used to be “executive capacities”

**We are all immigrants**





# “New Economy” represents a new culture.

- Old psychology is outdated
  - mental maps don't fit situation
  - organizational cultures need different (more highly developed) capacities
  - education institutions & training mismatch
- No one's a "native"
- "Culture shock" and cognitive dissonance is pandemic, bewilderment normal
- Few recognize for how deep these effects go

A decorative graphic on the left side of the slide features three balloons in shades of green, blue, and purple, with yellow sun rays emanating from behind them.

# Mental health impact

- Public health impact of current upheaval is devastating
  - 1999 NIOSH report concluded that job stress is “serious threat” to mental health of workers.
  - 2000 UN ILO report massive study concluded 1 in 10 workers worldwide suffering depression, anxiety, and burnout. Say figures were “alarming.”
  - After 9-11 attacks on NY and DC, stats are even more devastating.

# Contd

- US loses 200 million workdays annually to depression
- US spends \$30-40 billion on depression treatment
- Violence at work is a rising problem. 1998 there were 6 million threats of violence reported in the workplace. Now in the bad economy it is rising





# 2000 British study of 900 global companies

- A new psychology is needed that is adapted to the new cultures and new workplaces
- Companies demand these new minds but offer little in the way of training aimed at producing them
- 33% of companies report their workforces lacks relevant skills for the new culture
- US study finds very few people with such skills
- There is a growing talent crisis



# Increases in last 15 years

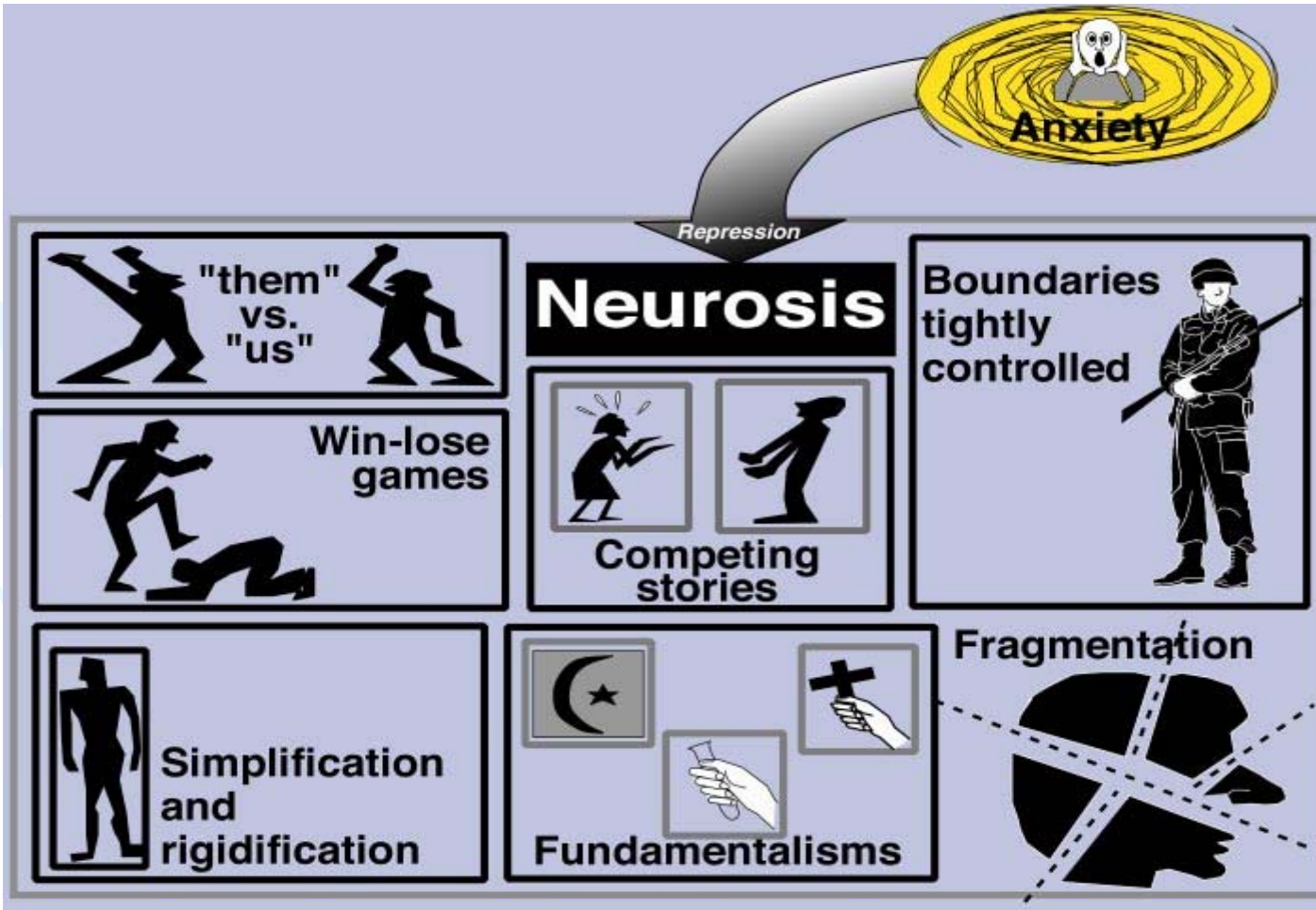
- New cases of alcoholism -- 67%
- New cases of migraine headaches 450 %
- New cases of ulcers 400%
- Chronic use of non prescription NSAIDs 900
- Suicide and violence rates up in all developed nations
- War trauma affects millions globally
- Divorce rates up everywhere
- Number of children in single parent homes up
- Etc. etc.etc



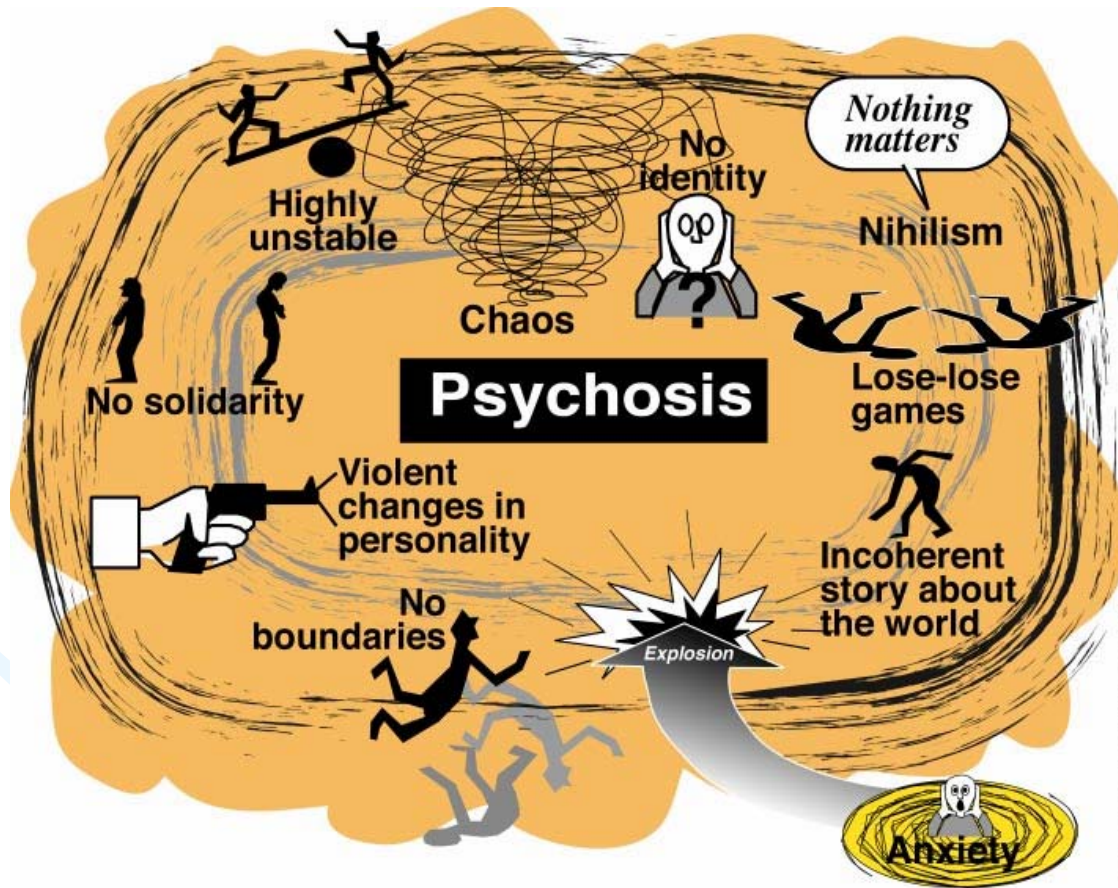
# Capacity Gap

- We are educating our youth for a world that has ceased to exist.
- Our young live in a world that operates within a different cosmology
- There is a widening "capacity gap" where cognitive demands outstrip abilities.
- Cultivation of new minds will need new kinds of institutions for for higher order learning

# Retreat to inside the box



# Descent into chaos





Q: Can an age of anxiety be transformed into an age of enlightenment?

A: Yes



Q: How?

A: By providing hospice workers for the world that is dying and midwives for the one being born.

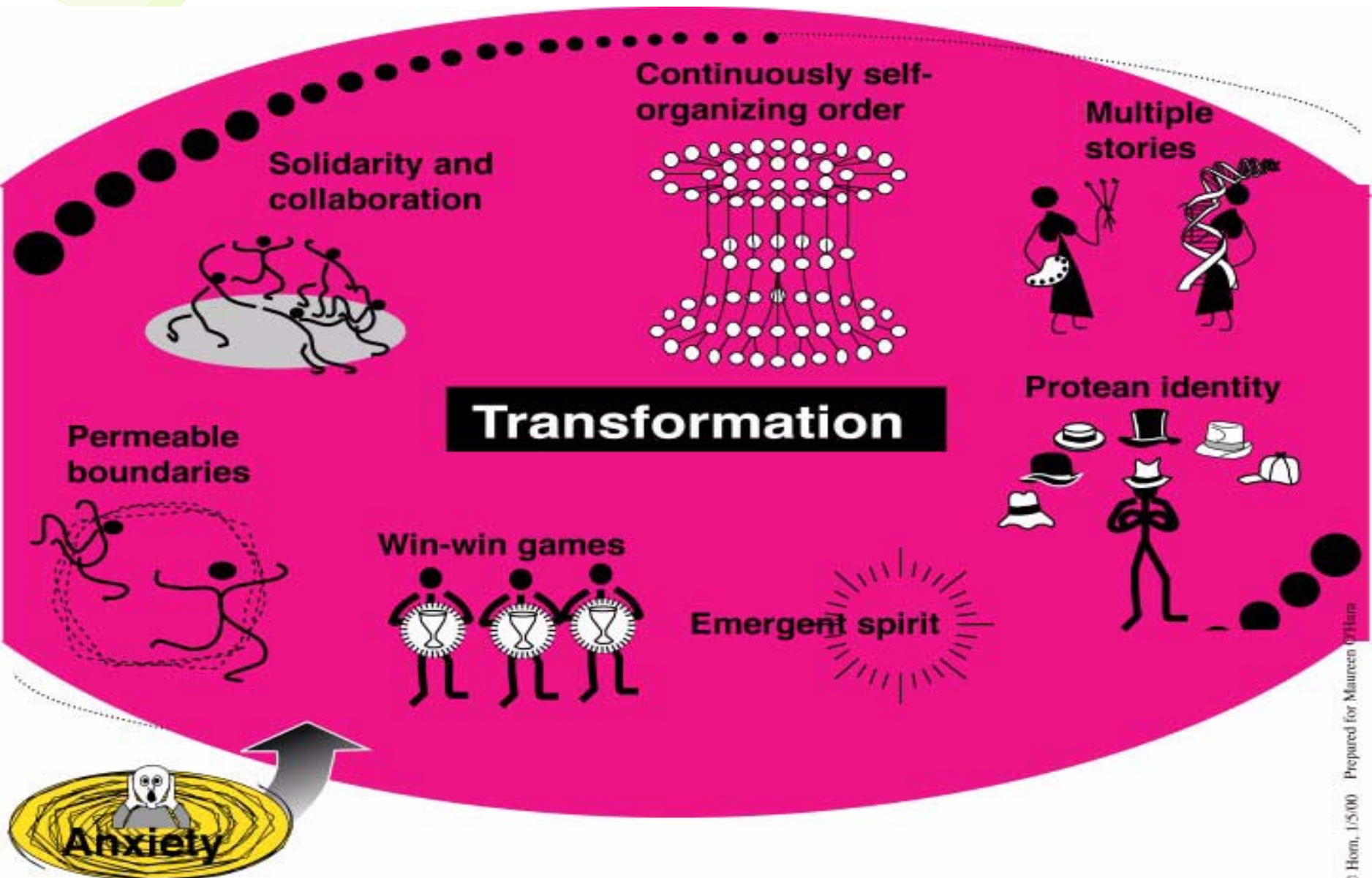


A decorative graphic on the left side of the slide features a light green balloon at the top, a light blue balloon in the middle, and a light purple balloon at the bottom. Yellow triangular rays emanate from behind the balloons, suggesting a sun or a celebratory atmosphere.

# The choice point

- Shaping the hearts and minds for a new world is a community responsibility
- New socializing institutions and methodologies for cultivating new minds must be developed
- We can be proactive- guided by our best and highest aspirations-- or we can abdicate leaving mind creation to commercial interests.
- In changing times, the collective consciousness must evolve or collapse..


# Emergent new consciousness?







# Seven paths to cultural health

- Treat the wounded
  - Prevention
  - Transformational education
  - Organizational and institutional transformation
  - Create new stories for new times with a future perspective
  - Assume national responsibility for creation of new culture.
  - Support educational and cultural innovation, encourage experimentation
- 



# Treatment & Prevention of cultural damage

- Mental health services that are client centered not “pathology centered”
- Alcohol and drug treatment that works
- Conflict resolution and mediation training
- Family stress services
- Violence prevention and trauma recovery
- Training for job supervisors in diagnosing problems, stress and burn out
- Invest in early childhood education



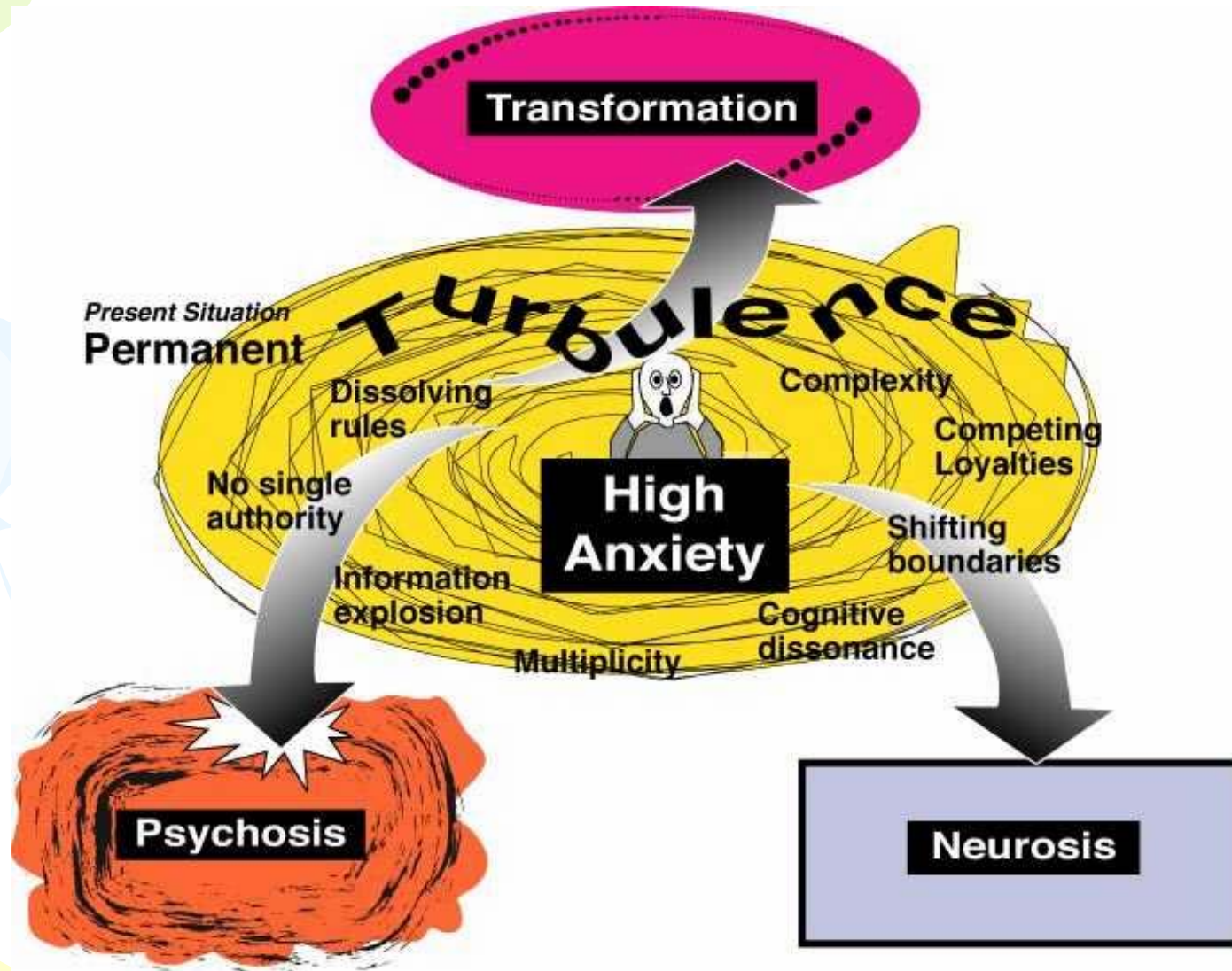
# Transformational education

- In the future, what can be automated will be. Humans **care** and creativity will be needed for the rest. We urgently need to invest in:
  - New kind of education
    - For higher levels of psychological maturity, emotional intelligence, self knowledge, empathy, communications, ethics, 5<sup>th</sup> discipline, "habits" of effective.... These are now core capacities, even for low level jobs.
  - We are talking about cognitive and emotional capacities—consciousness--not facts and skills.

# Elements for a new pedagogy for new minds for new times

- Traditional academic learning failing. Must be experiential
- “Inner work” essential (therapy, yoga, meditation, the arts, creative participation in holistic learning experience)
- Learner-designed curriculum aligned with values must get people into new territory.
- Must be "problem embracing" using feedback loops as a spur to learning
- Provide cognitive apprenticeship for world that IS, not the ones that WERE.
- Create organizations that learn to plan and plan to learn
- Life long learning

# Tipping point?





# Transforming age of anxiety into a new age of enlightenment

- Iroquois dilemma
- Education for new world is not about content but about cultivating new kinds of minds and increasing the capacity for learning and creativity
- Transformational education not 'touchy- feely' frill--but bottom line crucial for competitive advantage and sustainability in a global future
- Societies and organizations that cultivate higher order capacities as part of doing business will have a real edge, (Asian challenge)
- Pressures of global age can be approached as an age of tremendous opportunity for learning and for developing a “new model psychology”
- As technology pushes changes faster than we can cope, the future of human beings and their civilizations may depend on us taking the monumental task of our times seriously and being successful.

# UNESCO FOUR PILLARS OF LEARNING

- Learning to Know
- Learning to Do
- Learning to Live Together
- Learning to Be



# Capacities based curriculum

- Critical thinking
- Teamwork
- Casing the issue
- Global/local perspective
- Ability to synthesize across discipline boundaries
- Share leadership in multiethnic setting
- Ability to act with tentative commitment and openness to feedback
- Self development





# New minds needed

European Enlightenment Minds	Global Second Enlightenment Minds need to add'''
<ul style="list-style-type: none"><li>• Dualistic - Bifurcating</li><li>• Rational</li><li>• Focused</li><li>• Exclusive--see differences</li><li>• Bounded</li><li>• Atomistic</li><li>• Particular (sees the part)</li><li>• Individualistic or self-centered centered</li><li>• Analytic</li><li>• Sees uniqueness</li></ul>	<ul style="list-style-type: none"><li>• Holistic -Networks</li><li>• Intuitive</li><li>• Wide angle</li><li>• Inclusive--sees similarities</li><li>• Fluid or no boundaries</li><li>• Relational</li><li>• Integral (sees the pattern of the whole)</li><li>• Collectivist or group centered</li><li>• Synthetic</li><li>• Sees connections</li></ul>