

# Aspirational Visioning

## Strengthening Your Intuitive Capacity for Improved Insight, Foresight and Wise-Choosing

Institute for Alternative Futures  
June 17, 2013

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Ver. 1.1

# Agenda Overview

- Overview of the day
- Self Introductions

PART ONE: My development as a visionary futurist

BREAK

PART TWO: Applied Intuition theory

LUNCH

PART THREE: Aspirational Visioning Work for Wise  
Futures

BREAK

PART FOUR: Current Perceptions and Aspirations  
for the Future at IAF

# Detailed Agenda

- Overview of the day
- Self Introductions

## PART ONE: My development as a visionary futurist

- Historical overview of my career in guided imagery and visioning process tool development, with examples
- A first experiential exercise: *A Guiding Image for Meeting the Needs of Future Generations*
- Dyad and group sharing and learning

## BREAK

## PART TWO: Applied Intuition theory

- Brief review of literature on executive intuition
- Cornucopia model of transcendental intuition
- Exercise on *imaginative vs. imaginal intuition*

# Detailed Agenda, Cont'd.

- Two exercises on escaping from personal “futures bias:”
  - *Discovering and going beyond personal biases about the future*
  - *Bias-free exploration of the future*
  - Sharing of results and personal learning
- Lunch topic (?) - *Visioning applications of greatest interest at IAF*

## LUNCH

## PART THREE: Aspirational Visioning Demonstration and Theory

- Case study about the role of dreams, “dreamweaving,” the Pachamama Alliance “Awakening the Dreamer/Changing the Dream” Symposium, Theory U and Imaginal Visioning for Prophetic Foresight

# Detailed Agenda, Cont'd.

- Demonstration of Mental Time Travel and Transformative ReVisioning
- An imagistic model of consciousness and manifestation
- Varieties of aspirational visioning approaches
- About Mental Time Travel, Transformative ReVisioning, and other generic methods for aspirational visioning and related applications
- Experiencing Aspirational Visioning today as a group
  - One or more group “flights” using topics of mutual interest
  - Discussion

BREAK

# Detailed Agenda, Cont'd.

## PART FOUR: Current Perceptions and Aspirations for the Future at IAF

- The “IAF Culture Audit” questionnaire survey
  - Reporting out
  - Summarizing
  - Discussion of implications
- Agenda for the rest of our time together today
  - Considering further development of aspirational visioning at IAF, e.g., “Visioning Skunk Works”
  - Other agenda of interest
- Wrap up
  - Main “take aways”
  - Plus/Delta evaluation

# Self Introductions

- Name
- Title/Function at IAF
- Familiarity/comfort with imagery, intuition, etc. (1 to 10 scale)
- Most important thing you want from today
- Symbolic image of IAF
- Symbolic image of yourself at IAF (optional)

# PART ONE

## My Development as a Visionary Futurist

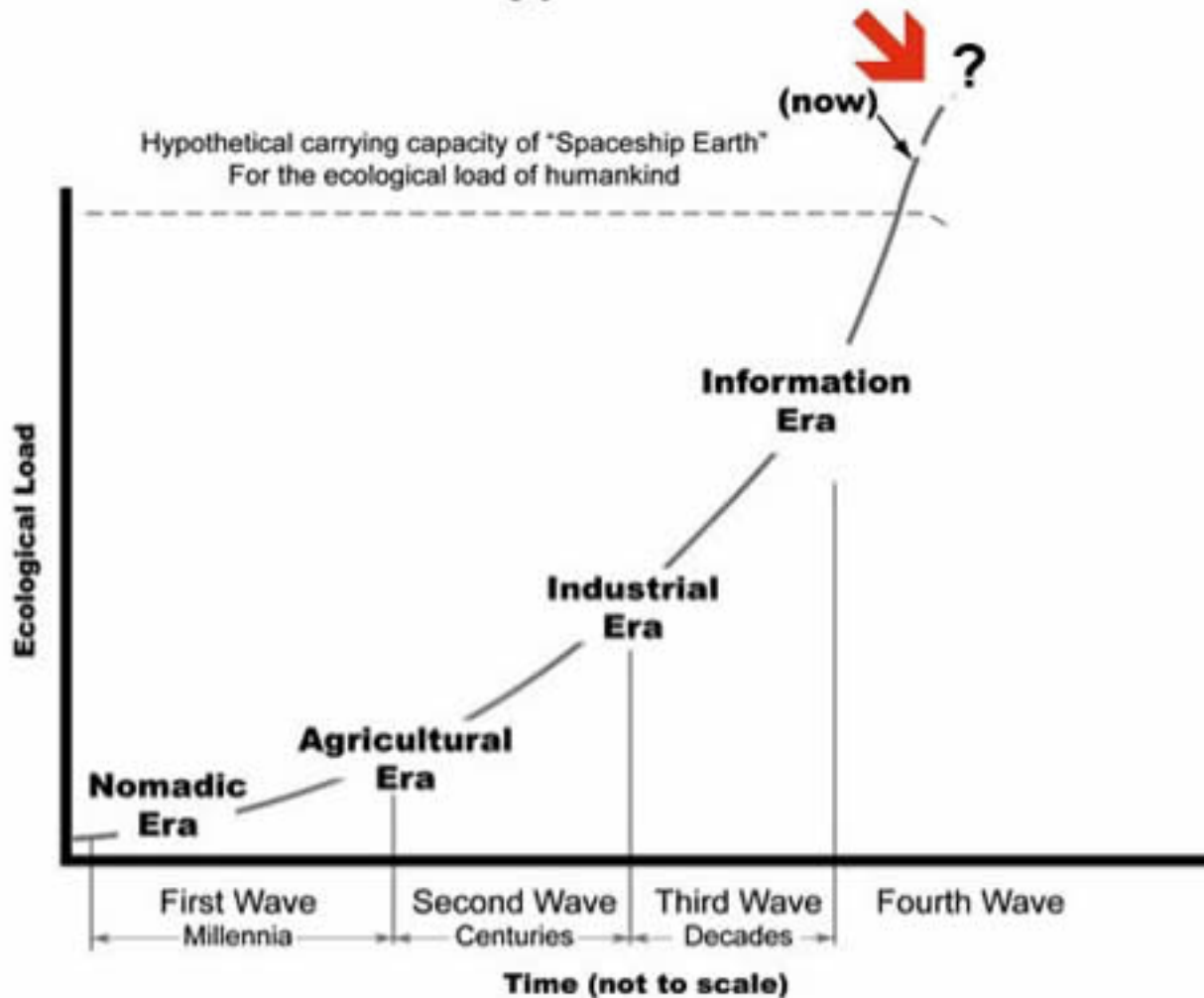
- Discovering the inadequacy of rational/analytic methods for transformative futures research
- Exploring alternative methods for unleashing intuitive knowledge
- A first public experiment in futures visioning (~1970)

Let's Do it together right now...

“Searching for a New Guiding Image:  
*What Do Future Generations  
Need from Us?*”



# A Hinge Point into Some New Type of Era



Note: In doing this type of guided imagery work...

- Before “coming back to the room,” it is important take some moments to “feel” what was most important in what you saw ... and perhaps getting a central image that symbolizes the main thing for you. Let this image speak to you before putting your experience into words.
- Then share your experience with a colleague before entering into a discussion about what was most important in the group.
- An early published script for this exercise:  
<http://www.inwardboundvisioning.com/Docs/FutureNeeds.htm>

# Further Developments in Visioning Research at SRI

- Learning self-hypnosis for speed reading
  - Based on [Silva Mind Control](#) methodology
- Synchronistic application of group self-hypnosis for non-local consciousness and remote viewing
  - [A “remote viewing” of Apollo 13](#)
- So why not do group remote viewing of the future?
- Guided cognitive imagery as a best practice/  
appropriate technology for visioning
- “Omniverse Center” as an unexpected non-local consciousness experience

- Weekly “Visioning Skunk Works” as M.O. for intuition-based Futures R&D at SRI
- Illustrative examples
- Discovery of “[Mental Time Travel](#)” as a generic method for wise-choosing and impact assessment
- Advice that this sort of work needed to be kept well in the closet from politically sensitive clients
- *The Age of Heretics* by Art Kleiner (1996/2008) as a trustworthy documentation about the closeted side of our early futures work at SRI

# At The Graduate Program in Studies of the Future, University of Houston-Clear Lake

- Transformation from Liberal Arts emphasis to training for work as a Professional Futurist
- Creating an operational laboratory for futures research and recruiting Peter Bishop to administer the program and our Institute for Futures Research
- Using a graduate course in Visionary Futures as my back channel “Skunk Works” for R&D on visionary futures research methods
- [Transformative ReVisioning](#) as a needed “self-therapy” after repeated “deep see diving” with Visionary Futures tools.

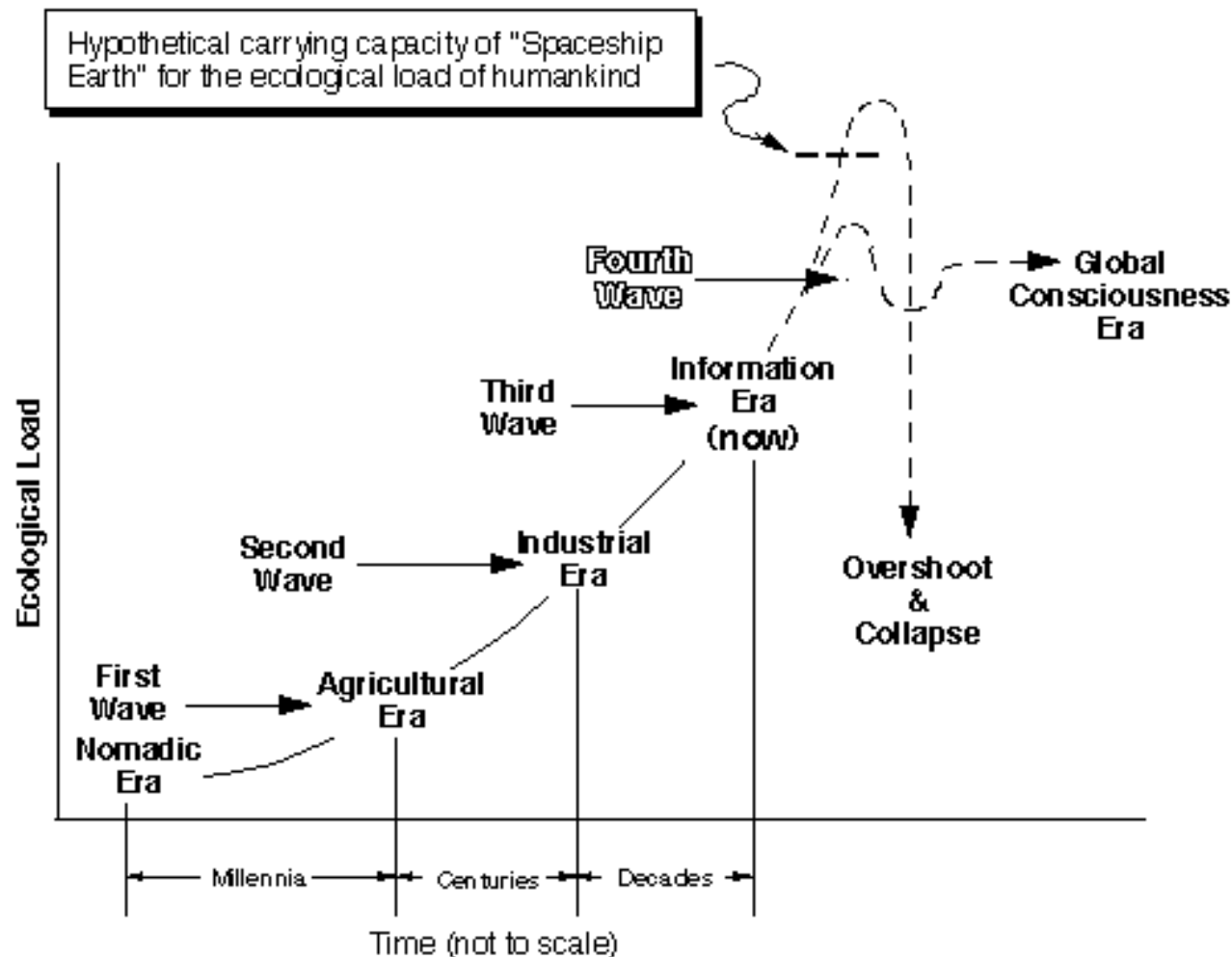
# My Last Hurrah at UHCL: A Normative Forecast for the Future of SpaceShip Earth

[www.inwardboundvisioning.com/Docs/SpaceShipEarth.htm](http://www.inwardboundvisioning.com/Docs/SpaceShipEarth.htm)

"When one species attains a position of dominance over all the other species in the ecology of its planet, if it is both egocentrically greedy, and has a powerful set of technologies through which to amplify the expression of that greed, then unless that dominant species can find a way to limit or to transform itself and its greed-based systems into something more wholesome, it will foul its planetary nest as surely as the night follows the day ... perhaps even to its own extinction."

A statement synthesized from the writings of eco-anthropologist, Gregory Bateson and visionary science fiction writer, Olaf Stapledon

**FIGURE ONE**  
**Two Idealized Alternative Future Outcomes**  
**to the Threat of Overshooting the Carrying Capacity of "Spaceship Earth"**



© 1995, O.W. Markley  
 Partnership Associates, Inc.  
 and UHCL Institute for Futures Research

# A New Typology of Wild-Card Archetypes

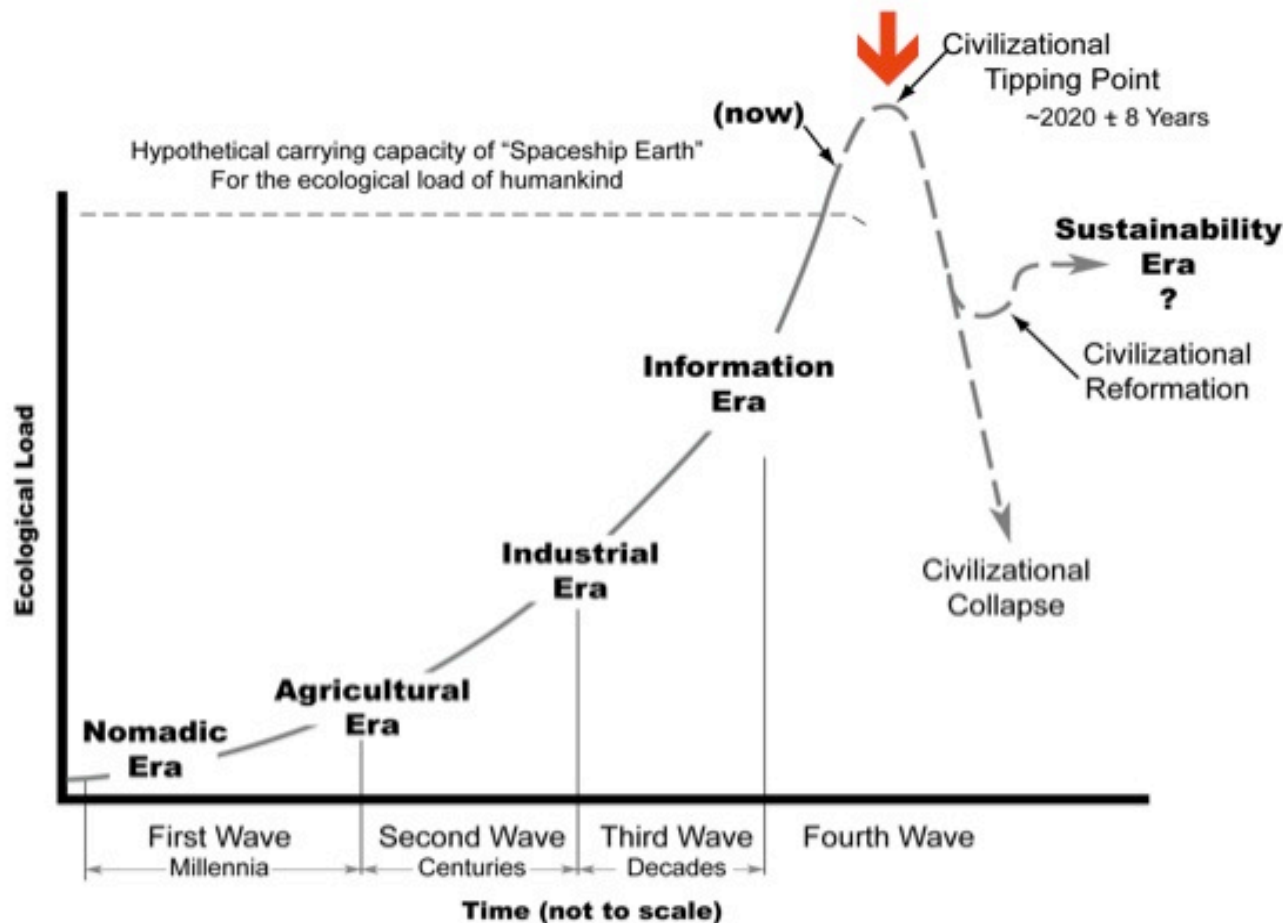
- Type I – Low Probability  
High Credibility
- **Type II – High Probability  
Low Credibility**
- Type III – High Probability  
Disputed Credibility
- Type IV – High Probability  
Agreed Upon Credibility

A good historical example is global warming and climate change.

Source: O. Markley, [A New Methodology for Anticipating STEEP Surprises](#), *Technology Forecasting & Social Change* (2011).



# A Type II “Tipping Point” Toward Epochal Change



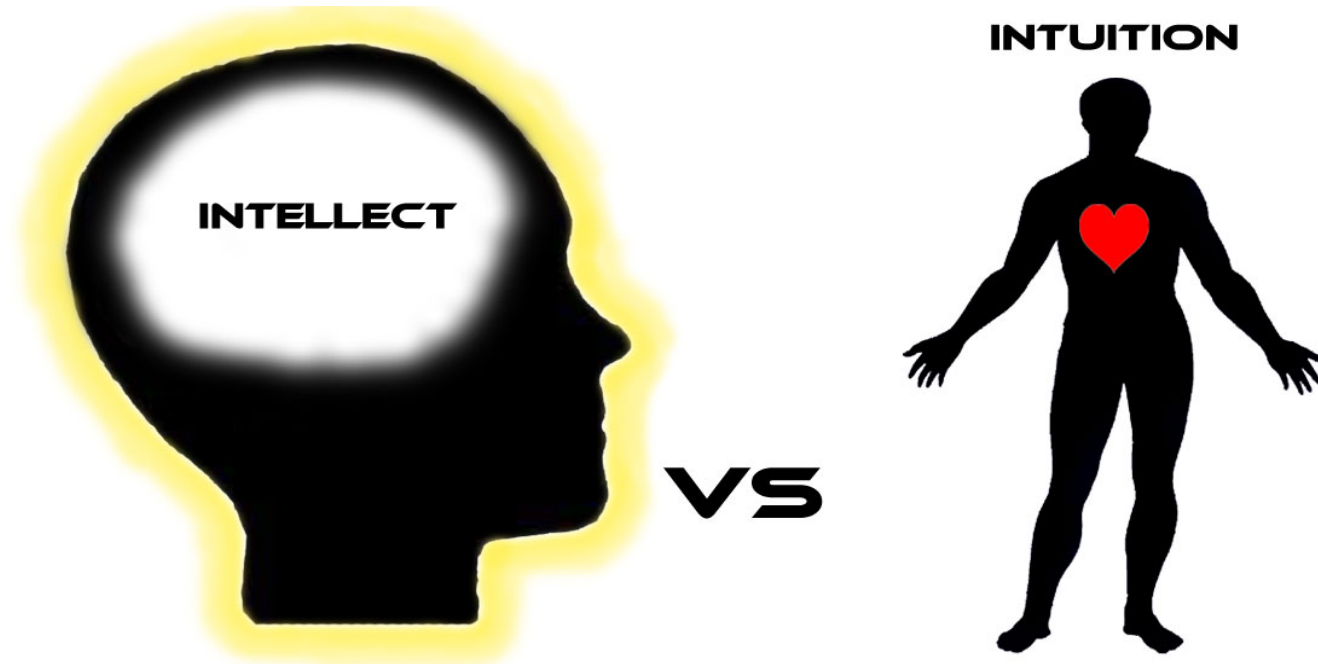
Source: O. Markley, [Research and Action Toward the Upside of Down](#), *Journal of Futures Studies* (2011).

# Historical Listing of My Visioning Publications

- [Using Depth Intuition Methods for Creative Problem Solving and Strategic Innovation](#) (1988/1992)
- [Experiencing the Needs of Future Generations](#) (1994)
- [Mental Time Travel: A Practical Tool for Looking Ahead](#) (1994/2007)
- [Visionary Futures: Guided Cognitive Imagery for Teaching and Learning about the Future](#) (1998)
- [Imaginal Visioning for Prophetic Foresight](#)  
[[Expanded Pre-print](#)] (2012)

# PART TWO

## Applied Intuition Theory



The intuitive mind is a sacred gift and the rational mind is a faithful servant. We have created a society that honors the servant and has forgotten the gift.

Albert Einstein



Explore.



Aspire.

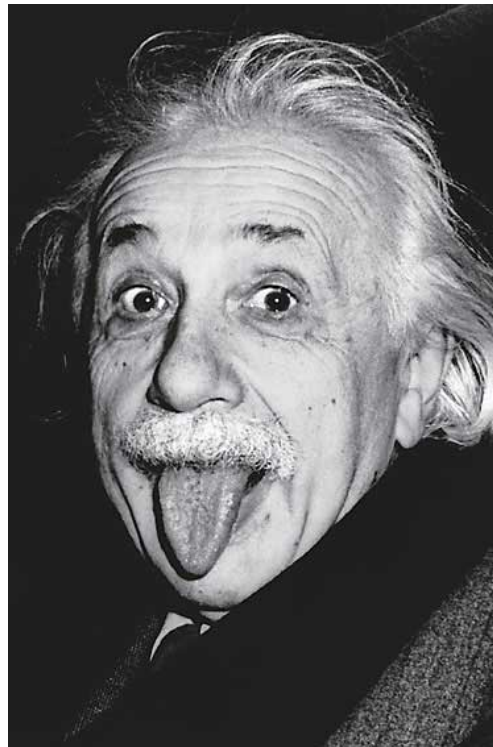


Create.



Evolve.

## Einstein KNEW He Was Right. Do You?



<http://e2.ma/message/7f98d/z5fhui>

# Best Definition of Intuition in the Literature

- 1) Non[egoic]-conscious process
- 2) involving holistic associations
- 3) that are produced rapidly, which
- 4) result in affectively charged judgments.

Source: Eric Dane & Michael Pratt (2007), "Exploring intuition and its role in managerial decision making," *Academy of Management Review*, 32/1, 33-54.

# Six Overlapping Functions of Intuition

- Discovery / Serendipity
- Creativity / Innovation
- Evaluation / Option choosing
- Operation / Being in the right place at the right time
- Prediction / Foresight
- Illumination / Transcendence

Source: Philip Goldberg (1983) *The Many Faces of Intuition*;  
Summarized by Weston Agor (1989), *Intuition in Management*.

# Components of a Course on Developing Executive Intuition

- Passive volition
- Meditation
- Mindfulness
- Somatic awareness
- Insight
- Spontaneity
- Visual imagery
- Relaxation

These authors do not mention tools involving profoundly non-ordinary states of consciousness (NOSC) such as:

- Dream work
- Holotropic Breathwork
- Brainwave Entrainment (BWE)
- Entheogenic psychochemicals

Source: Sadler-Smith, Eugene & Erella Shefy (2007), “Developing Intuitive Awareness in Management Education,” *Academy of Management Learning & Education*, 6(2), 186-205.

# Where Intuition Is/Is Not “Indicated”

Intuition Leads to Better Decision Making	Intuition Leads to Worse Decision Making
In situations involving novelty, uncertainty, and time pressure (immediacy of decision) where rational methods break down.	In situations involving regularity, high data availability, etc. where rational methods do better.

## Sources:

Erik Dane & Michael Pratt (2007). “Exploring intuition and its role in managerial decision making.” *Academy of Management Review*, 32(1), 33-54.

Eugene Sadler-Smith, (2008). "The role of intuition in collective learning and the development of shared meaning," *Advances in Developing Human Resources*, Vol. 10, No. 4, 494-508.



# Is intuition based on memory?

## Three Models of Intuitive Judgment

1. Automated expertise or “job smarts”
2. Holistic hunch or “gut” feeling
3. Transcendental insight or vision

Source for defining the first two: C. Chet Miller and R. Duane Ireland, “Intuition in strategic decision making: Friend or foe in the fast-paced 21<sup>st</sup> century” (2005), *Academy of Management Executive*, 19/1, 19-30.

# Intuition Based on Automated Expertise (memory dependent)

Definition	Examples
<p>Judgment or choice made through a partially subconscious process involving:</p> <ul style="list-style-type: none"><li>• Steps borne of past situation-specific experiences</li><li>• A replay of past learning</li><li>• A feeling of familiarity</li></ul>	<ul style="list-style-type: none"><li>• Large bank loan officer making routine commercial loan decisions for existing large customers</li><li>• Airline pilots or fire chiefs making instantaneous decisions how to handle emergent crisis situations</li><li>• Executives and managers of all types who trust their “savvy” in rapid response situations</li></ul>

# Intuition Based on Holistic Hunch/ Gut Feeling (memory influenced)

Definition	Examples
<p>Judgment or choice made through a subconscious process involving:</p> <ul style="list-style-type: none"><li>• Synthesis of diverse experiences</li><li>• Novel combinations of information</li><li>• Strong feelings of being right</li></ul>	<ul style="list-style-type: none"><li>• Ray Croc's decision to buy the McDonalds brand</li><li>• Chrysler's decision to develop the Dodge Viper;</li><li>• Honda's decision to introduce motorcycles in the U.S.</li><li>• Peak performing executives who trust "gut feelings" in uncertain situations</li></ul>

# Intuition Based on Transcendental Inspiration (memory independent)

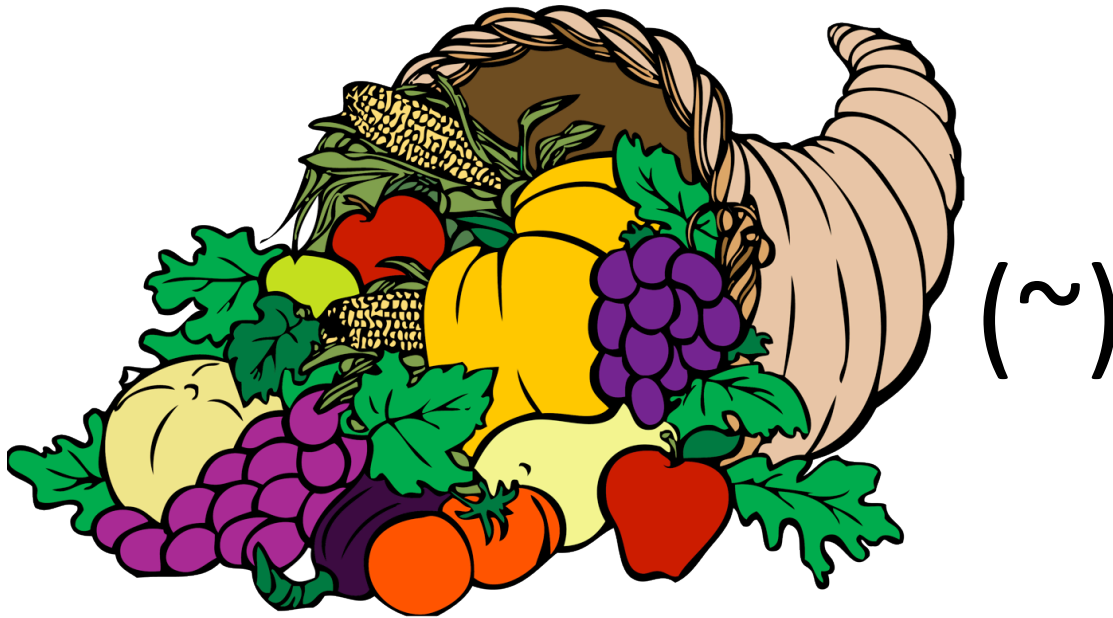
Definition	Examples
<p>Judgment or choice made through a “supraconscious” process involving:</p> <ul style="list-style-type: none"><li>• A non-ordinary level or state of consciousness (NOSC)</li><li>• A sense of how something should be rectified or made more whole</li><li>• Often comes as a sudden flash of insight</li></ul>	<ul style="list-style-type: none"><li>• Numerous artists and thinkers of all types being inspired by an inner daemon</li><li>• Niels Bohr, dreaming of a planetary system as a model for atomic structure that won the Nobel Prize</li><li>• Ordinary people of all types who have opened their inner channels of wisdom and creativity through human potential courses, meditation, etc.</li></ul>

# Cornucopia “Horn of Plenty”

A Folk Model for Transcendental Inspiration and Causality



# Cornucopia ~ Billiard Ball Causality ("Power vs. Force")



An Exercise:

Imaginative Visualization  
vs.  
Imaginal Visioning (Feeling)

To imagine biting into a lemon is expressive—  
**Imaginative Visualization (thinking)**

To experience a sense of tartness and salivation is receptive—  
**Imaginal Visioning (Feeling )**





# Integrative Foresight



Cornucopia Causality

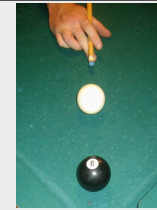
Passive Volition / Willing / Yin

Receptive

Imaginal Visioning

Intuitive Feeling

Prophetic Foresight



Billiard Ball Causality

Active Volition / Willful / Yang

Expressive

Imaginative Visualizing

Rational Thinking

Conventional Foresight

Eventually, reintegrating reason and intuition may prove to be one of the primary contributions of systems thinking.

Peter Senge

# Exploring Personal Bias About the Future: Two Exercises

1. Hopes / Fears / Expectations  
As Sources of Personal Bias In Intuitive  
Visioning (normal consciousness)
2. Deep Relaxation enhanced HFE-Free  
Exploration of the Future (deep relaxation –  
NOSC)

# Personal Reflection

- What was the most interesting thing you experienced?
- What was most surprising?
- Did this exercise show you to be more optimistic or pessimistic?
- What does all this imply for the “unconscious” projection of underlying images of the future in futures research and executive decision?

# Good Books for Executive/Professional Intuition

- [\*Awakening Intuition\*](#) (Frances Vaughan, 1979)
- [\*Higher Creativity: Liberating the Unconscious for Breakthrough Insights\*](#) (Willis Harman & Howard Rheingold, 1984)
- [\*Intuition in Organizations: Leading and Managing Productively\*](#) (Weston Agor, Ed., 1989) - a compilation of good articles
- [\*The Corporate Mystic: A Guidebook for Visionaries with their Feet on the Ground\*](#) (Gay Hendricke & Kate Ludeman, 1996)
- [\*Developing Intuition: Practical Guidance for Daily Life\*](#) (25<sup>th</sup> anniversary edition, Shakti Gawain, 2001)
- [\*The Intuitive Edge: Understanding Intuition and Applying it in Everyday Life\*](#) (Philip Goldberg, 2002)
- [\*Strategic Intuition: The Creative Spark in Human Achievement\*](#) (William Duggan, 2007)

# PART THREE

## Aspirational Visioning Demonstration and Theory

- A case study on the role of dreams and “dreamweaving” for aspirational futures; Imaginal Visioning for Prophetic Foresight and Theory U
- Demo of Mental Time Travel and Transformative ReVisioning
- An imagistic model of consciousness and manifestation
- Varieties of aspirational visioning approaches
- About Mental Time Travel as a generic method for aspirational visioning and other approaches
- Experiencing Aspirational Visioning as a Group
- Further directions for client-oriented R&D on Aspirational Visioning

# “Dreamweavers”

## A Personal Case Study

- A “high” dream on June 8
- John Lennon quote in Ben & Jerry’s ice cream cup:

*A dream you dream alone is only a dream.*

*A dream you dream together is reality.*

- Pachamama Alliance and the *Awakening the Dreamer, Changing the Dream* Symposium

7 min. trailer about the “ATD Symposium”

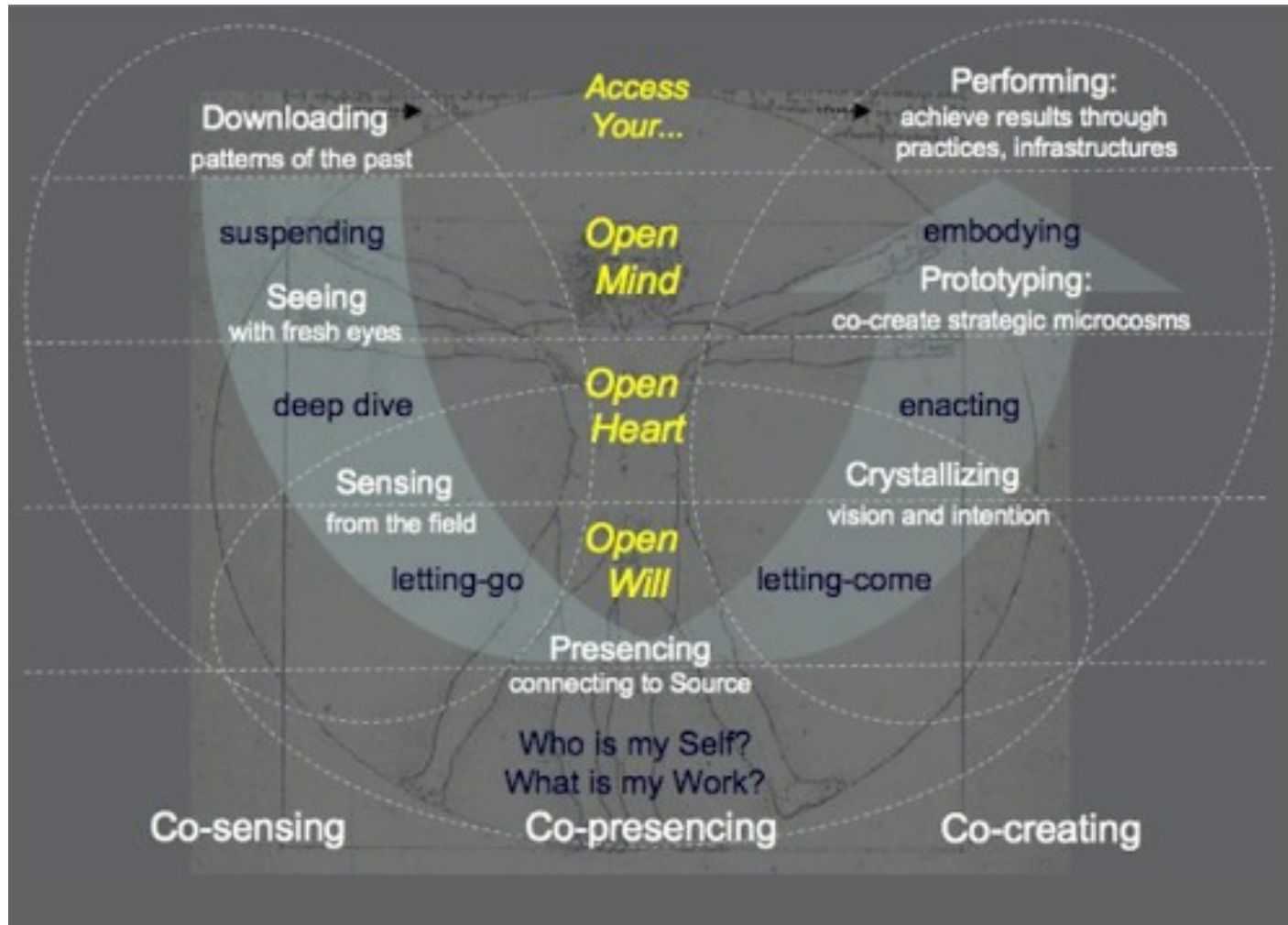
[http://www.youtube.com/watch?v=MoXJZ\\_3-J9w](http://www.youtube.com/watch?v=MoXJZ_3-J9w)

# The Vision of “Imaginal Visioning for Prophetic Foresight”

Co-Creative partnerships at three levels  
of aggregation:

- *Personal* (egoic self ~ Higher Self)
- *Interpersonal* (with two or more)
- *Transpersonal* (with non-local  
and/or non-human entities)

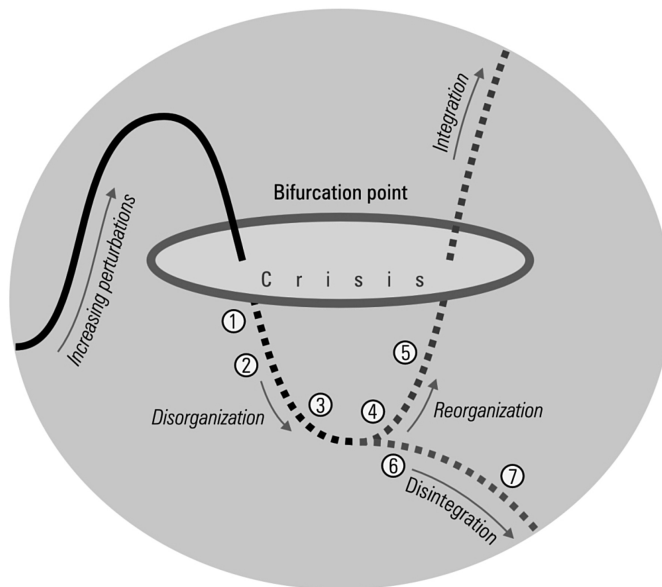
# Otto Scharmer's "Theory U"



Source: Links listed in an appendix at the end



# Demonstration of Mental Time Travel and Transformative ReVisioning: “Type II” Mega-Crisis Futures



The springboard effect helps systems reorganize

- ① People lose faith in the industrial system as crises worsen
- ② Human and economic resources are released from the system
- ③ Support increases for both inclusive (sustainable) and exclusive (ethnocentric) solutions
- ④ If sustainable solutions are supported, constructive reorganization begins
- ⑤ The reorganization of the global system accelerates  
or
- ⑥ If ethnocentric values and structures dominate, conflicts over scarce resources intensify
- ⑦ Global civilization disintegrates

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Source: “The collapse and transformation of our world” (Taylor & Taylor, 2007)

<http://www.jfs.tku.edu.tw/11-3/A02.pdf>

# Five Archetypal Scenarios

1. ***“VUCA” world*** of rapidly increasing volatility, uncertainty, complexity and ambiguity—an “Expected” or Present Trends Extended (PTE) future
2. ***Civilizational Disintegration***—a “Challenging” or worst case future
3. ***Reformative Civilizational Recovery***—an “Aspirational” or “Visionary” future
4. ***Civilizational Enlightenment***—an “Audaciously Visionary / Aspirational” or best case future
5. ***Singularity***—an alternative “Audaciously Visionary / Aspirational” future.

Note: For additional detail and documentation of expert sources on each, please see the accompanying note, “Five Archetypal Scenarios:”  
<http://www.imaginalvisioning.com/wp-content/uploads/2010/08/Five-Archetypal-Futures-scenarios.pdf>

# The Five Archetypal Scenarios as “If-Then” Contingent Future Histories

These five scenarios are conceived as future histories, all of which are to some extent “Type II Wild Cards” (high probability as seen by those with relevant expert knowledge, but low credibility as seen by most others). Thus:

- If Scenario 1: *VUCA*, holds together until 2030, Scenario 5: *The Singularity* as envisioned by Ray Kurtzweil could emerge. Otherwise it is not likely to be feasible.
- If Scenario 1: *VUCA*, triggers a mega-crisis tipping point toward civilizational disruption, this could lead to the worst case of Scenario 2: *Civilizational Disintegration*; or the best case of Scenario 3: *Reformative Civilizational Recovery* and/or Scenario 4: *Civilizational Enlightenment*.
- Scenario 4: *Civilizational Enlightenment* could presumably unfold at any time, but is thought to be likely only after something like Scenario 3: *Reformative Civilizational Recovery* matures.

# Mental Time Travel:

## A practical tool for “remote experiencing”

- A generic method for intuition-based experiencing of different scenes in past and future history
- Where you can discover new patterns across time and/or *feel* the likely impacts of different scenarios and/or outcomes of choosing one strategy or path of action over another
- Can be used iteratively for impacts on self, team, company, customer, competitor, ecology
- A journal article that tells you how to do an “impact assessment” version of the method:

<http://www.imaginalvisioning.com/wp-content/uploads/2010/08/MENTAL-TIME-TRAVEL-article-in-the-Journal-Futures.pdf>

# Exploring Alternative Future Scenarios With Mental Time Travel

- Obtain a facilitator who can guide you in the exploration
- Choose a scenario you would like to explore
- Relax and open your imaginal senses
- Follow facilitator's suggestions for exploration and reporting out

# Outline of Generic Mental Time Travel Facilitation

- Do some method of entering the “state” e.g., relaxation w/10 steps downstairs
- Visualize a suitable setting in which to view and experience what you are looking for; include “inner advisor” if desired.
- Next, in your own way, invite your viewing capacity to begin the journey through time, getting initial sense impressions of what there is there for you to see.
- Whenever appropriate, pause the journey in order to more deeply experience all the types of senses that are appropriate for a more full understanding.
- Before returning, be sure to review and *feel* all that happened, perhaps getting a symbol that summarizes it all, as though you were getting ready to give a post journey briefing, in order to transfer the experience to your long-term memory.

# Transformative ReVisioning: A Self-Therapy for Futures Burn-Out

- A generic process tool for transforming one's image of any type of stressful situation (person, event, forecast, belief) from being a resisted irritant to being a challenging opportunity
- Where you first get and then explore a meaningful image to symbolize the situation as you now see it
- After which you use your “higher” wisdom sources within to transform this image into a new image that symbolizes opportunity rather than threat.
- An as yet unpublished case study is posted online at:

[http://www.inwardboundvisioning.com/Docs/  
TransformativeReVisioningCS.htm](http://www.inwardboundvisioning.com/Docs/TransformativeReVisioningCS.htm)

# Theories and Concepts Underlying Mental Time Travel and Transformative ReVisioning



- Morphogenic Field & Morphogenesis (Sheldrake)
- Implicate to Explicate Domain (Bohm)
- Sub-quantum Akashic / Imaginal Field (Laszlo; esoteric arts & integral science)
- Summed result of sub-infinite series of probabilities based on the intentionality of all sentient beings (Roberts/ Seth)



# An Imagistic Model of Consciousness and Manifestation

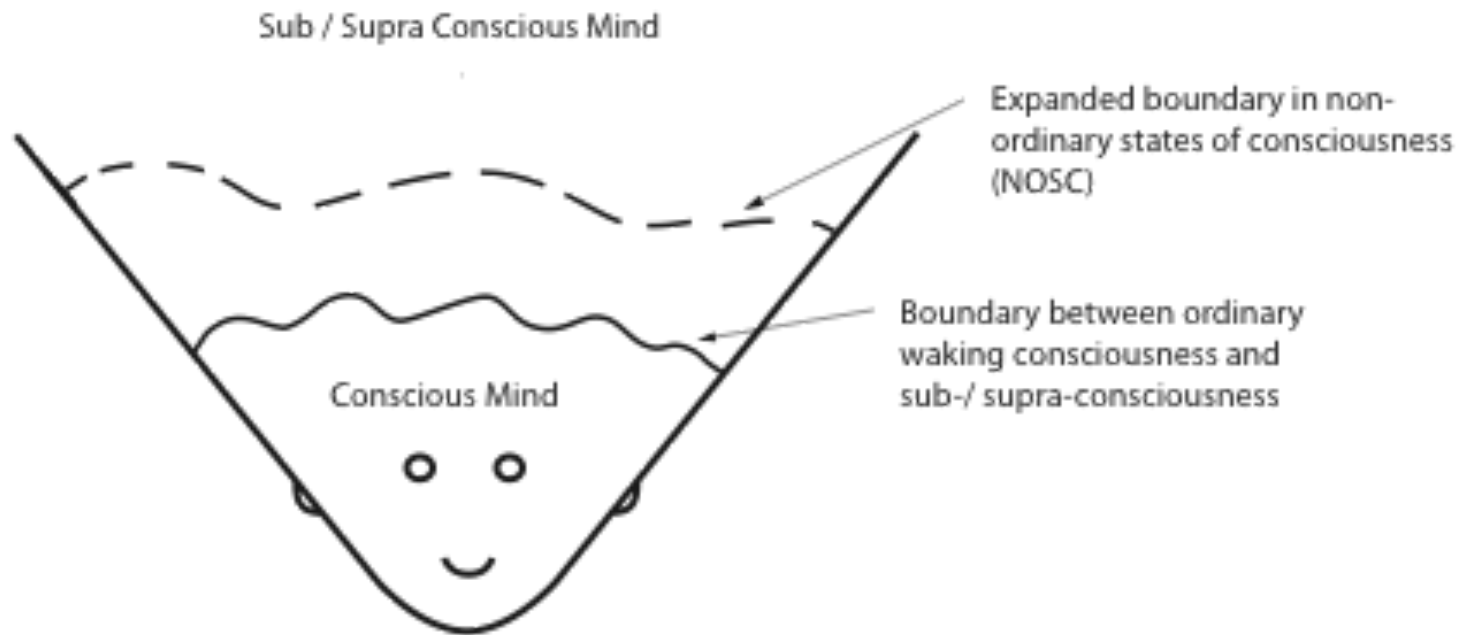


Figure One  
Zones of Personal Consciousness

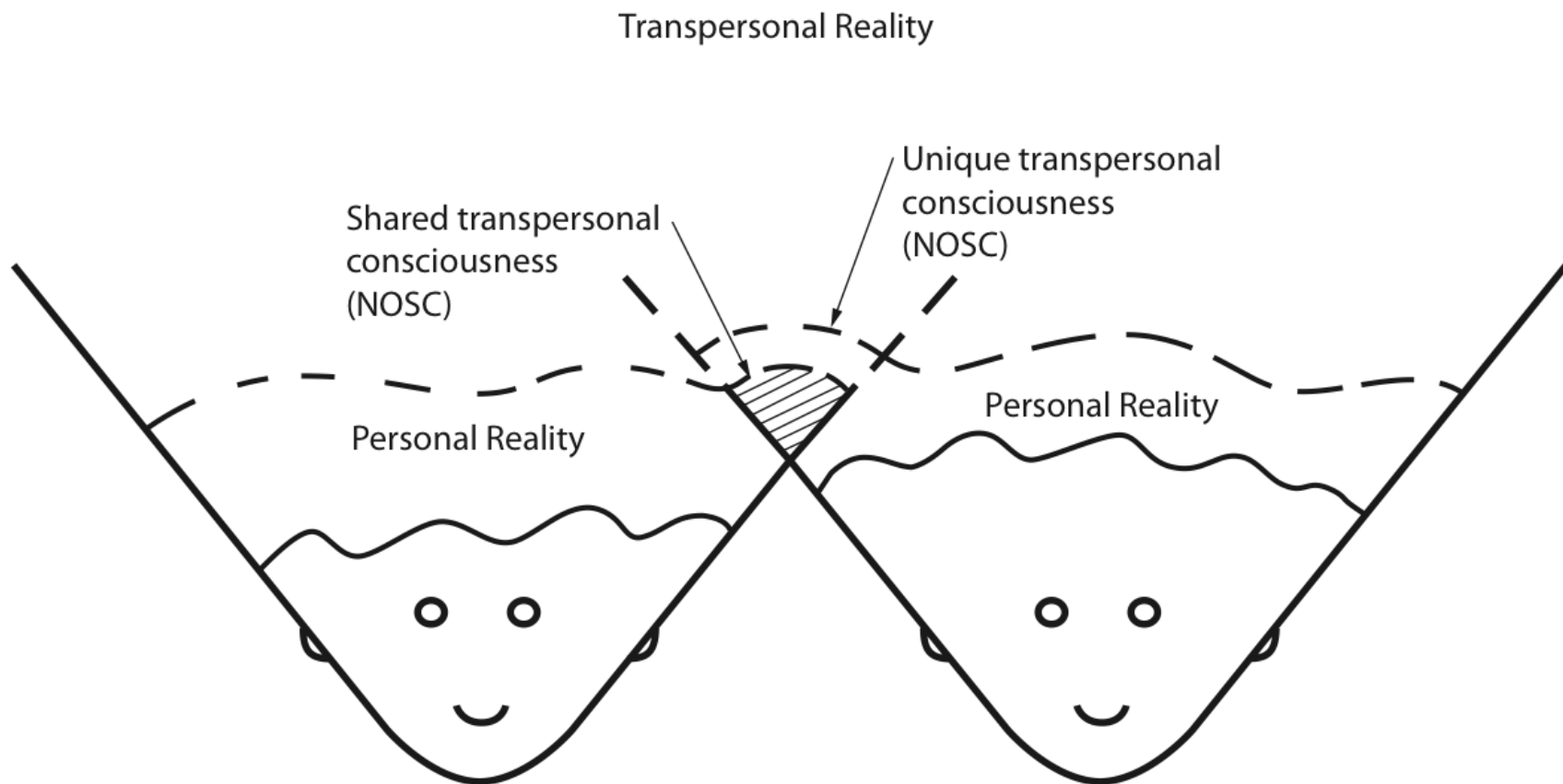


Figure Two  
Zones of Personal and Transpersonal Consciousness

# Field of Ultimate Reality



## Zero-Point / Akashic Field

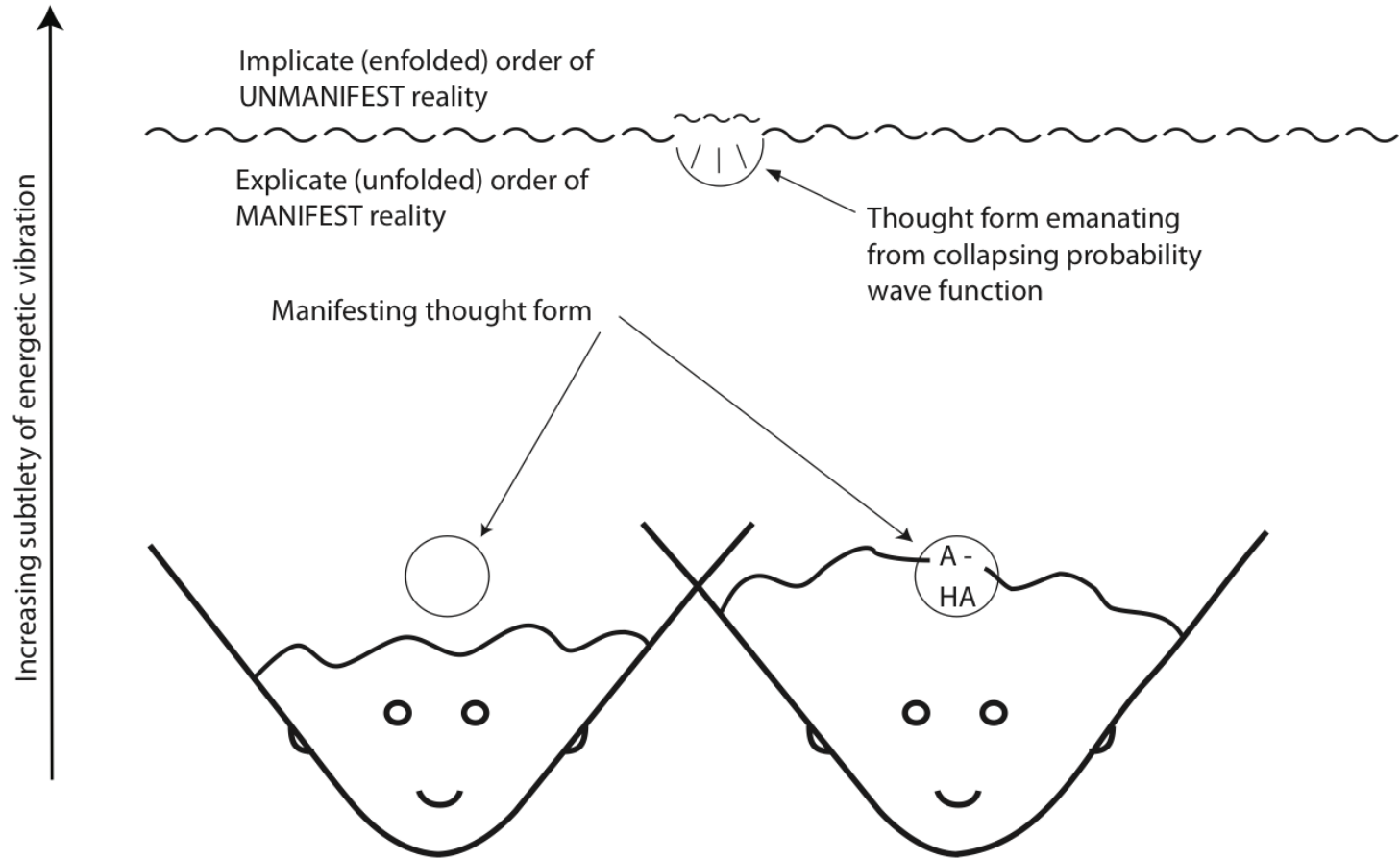


Figure Three  
Elements of Intentional Manifestation

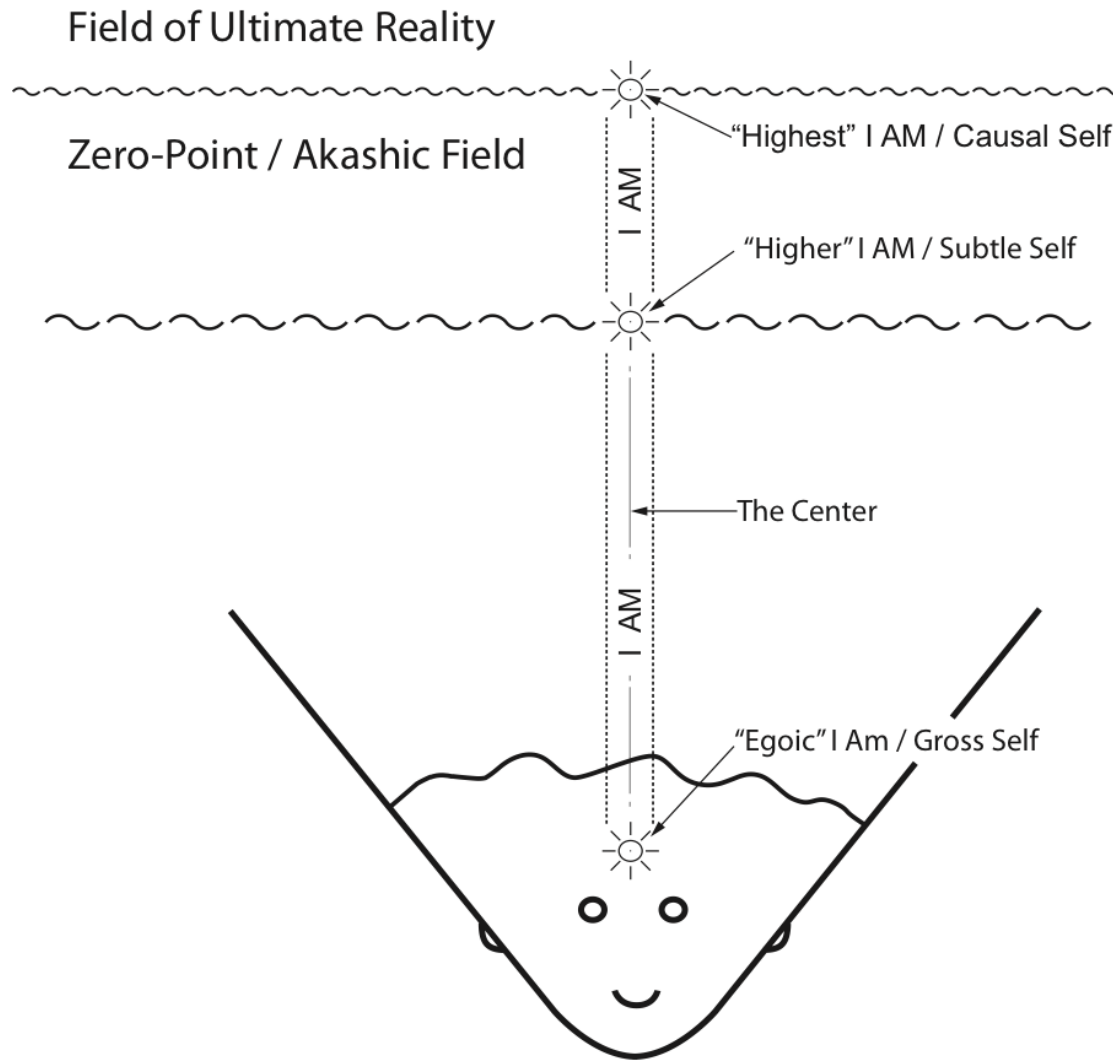


Figure Four  
Ascending Levels of the I AM identity  
at the Center of Consciousness

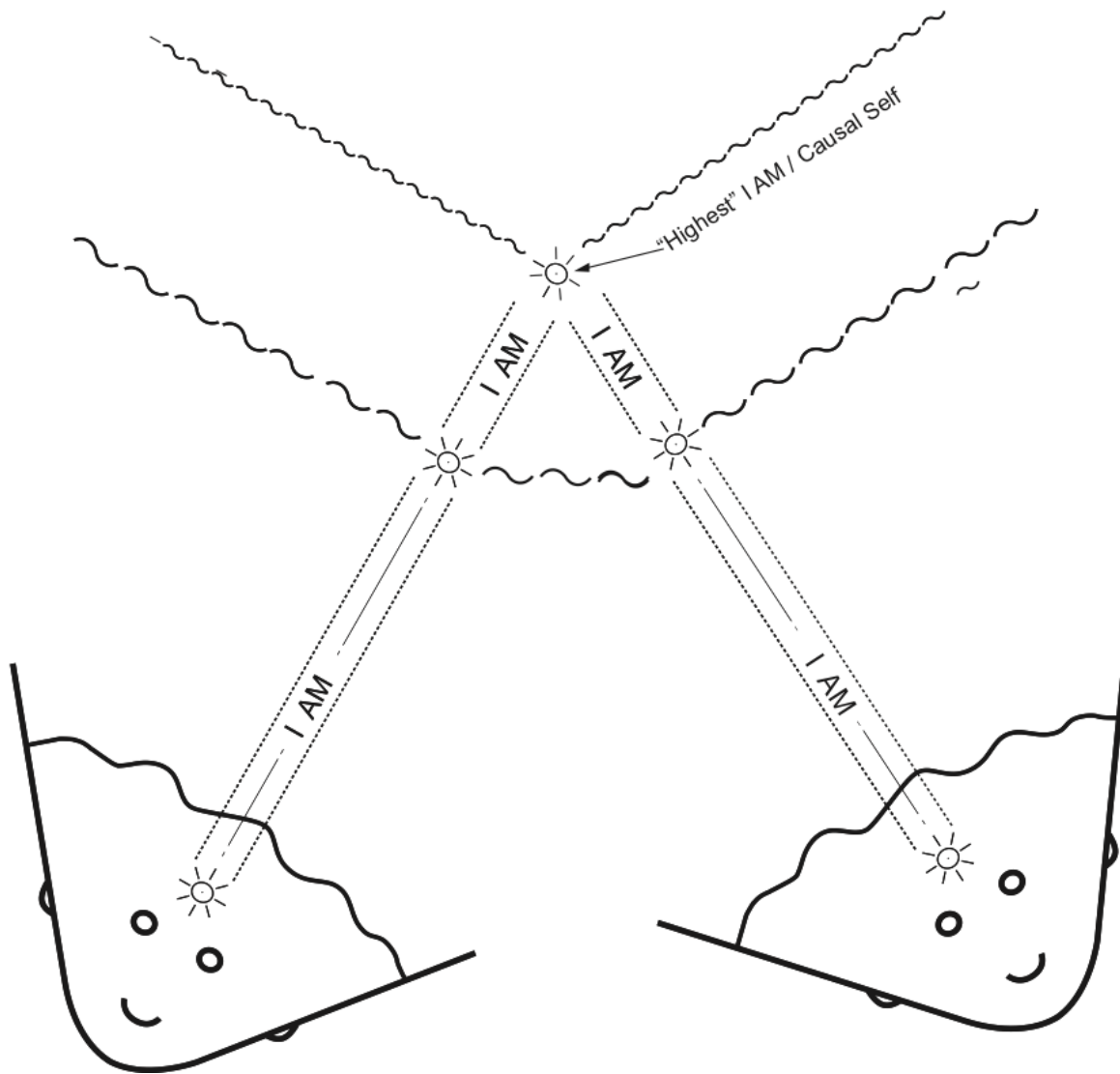


Figure Five  
“Highest Self” as common to all individual selves

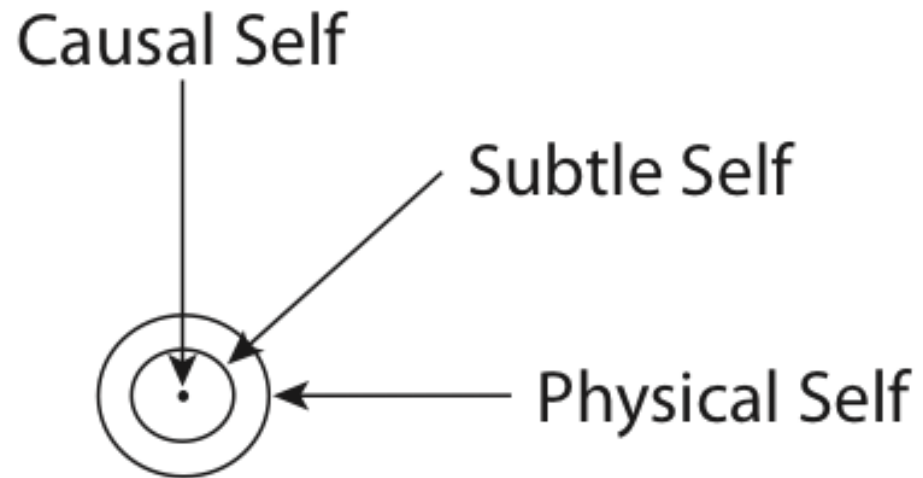


Figure Six

Physical, Subtle and Causal Aspects of the Self

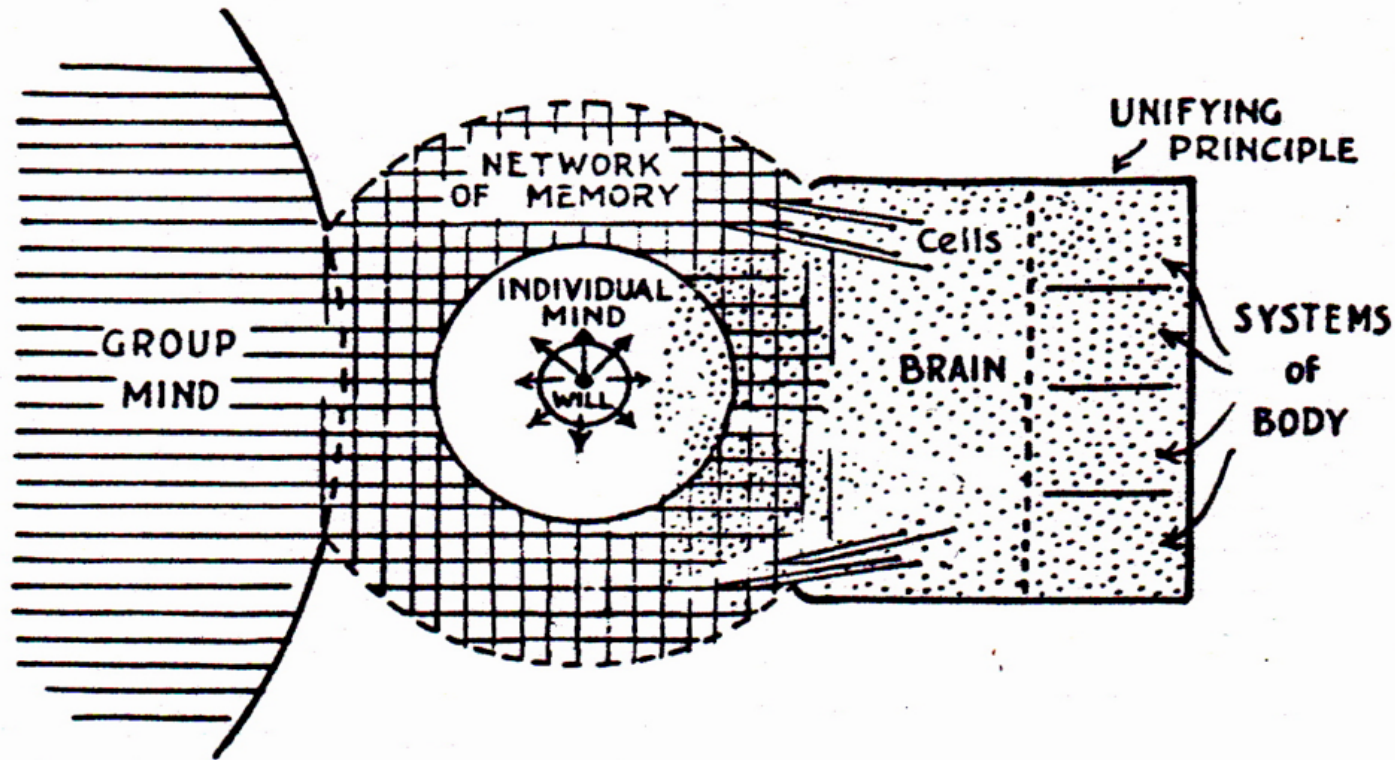


Figure Seven.

Personal and Transpersonal Consciousness Model of F.W.H Myers.  
 From *Nurslings of Immortality* (Johnson, 1957); used as  
 Figure 12 in *Changing Images of Man* (Markley & Harman, 1982,  
 p. 135).

# Varieties of Aspirational Visioning

## Theory and Methods

- Burt Nanus' [\*The Vision Retreat\*](#) & Center for Creative Leadership's [\*Vision Workshop Kit\*](#)
- David Sibbet's [\*Visual Leaders: New Tools for Visioning, Management, and Organization Change\*](#)
- Rhonda Byrne's [\*The Secret\*](#) (video and book)
- Philip Golabuk's [\*The Field Project\*](#) and "Paradox of Desire"
- Florence Schovel Shinn/Ruth Miller's [\*The Game of Life and How to Play it\*](#)
- Otto Scharmer's "[Theory U](#)"
- Oliver Markley's [\*Imaginal Visioning for Prophetic Foresight\*](#) and [\*Mental Time Travel\*](#)



# Experiencing Aspirational Visioning Today as a Group

Some options:

- Exploring some alternative policy choice of interest to IAF
- Exploring the “upside of down” via several “Type II Archetypal Scenarios” involving mega-crisis
- Exploring an “auspiciously aspirational” scenario
- Other

# PART FOUR

## Current Perceptions and Aspirations for the Future at IAF

- Summary results of the questionnaire survey
  - Reporting out of answers to the questionnaire
  - Summarizing of results
  - Discussion of implications for the future of IAF
- Agenda for the rest of our time together
  - To be emerge in real time

# Wrap Up

- What are the main “take aways” from today?
- Plus/Delta comments
- Formal evaluation (to do later)

*Thank you!*

# Appendix:

## My Current Professional Aspirations

- Further development of “Field Aligned” Aspirational Visioning, emphasizing “heart” more than “head,” “Being” more than “doing”
- Sewing seeds for Visioning Skunk Works initiatives using Aspirational Visioning and related process tools
- Funded snowball survey of “proven edgewalkers” for crowd-sourced identification of positive Type II Wild-Cards, followed by Open Space Technology-based meetings for entrepreneurial creativity and innovation
- Visiting Fellow at selected institutions

# Evolving Progression in Relaxation-Based Access to “Field Aligned” Intuition

- Hypnosis-based dissociation (e.g., traditional age regression & past life recall methods)
- Non-hypnotic suggestive “mind control” (e.g., Silva method)
- Non-hypnotic suggestive “enabling facilitation”(e.g., Rossman method)
- Crowd sourcing of “field aligned” aspirational visioning: personal, interpersonal and transpersonal (methods under development, but to include Theory U)

# Some Good Links on Theory U

- <http://www.ottoscharmer.com>
- <http://integralleadershipreview.com/5235-book-review-theory-u-leading-from-the-future-as-it-emerges—the-social-technology-of-presencing/>
- [http://www.davidsibbet.com/david\\_sibbet/2009/05/connecting-with-source.html](http://www.davidsibbet.com/david_sibbet/2009/05/connecting-with-source.html)