

# BG5

## CAREER AND BUSINESS CONSULTING STUDENT MANUAL 1

RA URU HU

# UNLOCK **YOUR** SUCCESS CODE

Empowering People to Navigate the Material World



INTERNATIONAL HUMAN DESIGN SCHOOL

[www.ihdschool.com](http://www.ihdschool.com)



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## **Table of Contents**

### **Lecture 1 ..... 13**

|                                                                      |    |
|----------------------------------------------------------------------|----|
| Auras and the Auric Form .....                                       | 13 |
| BG5 is Different from the Personal Application of Human Design ..... | 13 |
| The Black Side to the Human Design White Side .....                  | 13 |
| IHDS Supports BG5 Consultants .....                                  | 14 |
| The Black Side .....                                                 | 14 |
| The Role of a BG5 Consultant .....                                   | 14 |
| The Future Looks Like the Past .....                                 | 15 |
| Three Different Ways Humans Make a Living .....                      | 16 |
| Penta's Hierarchical Preference to Age .....                         | 16 |
| Penta is Alien .....                                                 | 17 |
| Penta is About Numbers .....                                         | 17 |
| Be an Observer .....                                                 | 18 |
| The Aura .....                                                       | 18 |
| The Penta has a Vortex .....                                         | 19 |
| The Magnetic Monopole .....                                          | 19 |
| The Aura is Holistic Information .....                               | 20 |
| The Manifestor Aura .....                                            | 21 |
| Taking Advantage of the Not-Self .....                               | 21 |
| The Generator .....                                                  | 22 |
| Understanding People as They Are .....                               | 23 |
| Uni-directional Material Development .....                           | 23 |
| The Projector .....                                                  | 23 |
| Ideal Person for Guiding .....                                       | 24 |
| The Reflector .....                                                  | 25 |
| Generators and Projectors .....                                      | 25 |
| Molding a Style for Executives .....                                 | 26 |
| BG5 Consultants are Directors .....                                  | 26 |
| Human Design Knowledge is Very Important .....                       | 27 |
| Understanding an Auric Entity .....                                  | 27 |
| A Natural Place on the Material Plane .....                          | 27 |

### **Lecture 2 ..... 29**

|                                                         |    |
|---------------------------------------------------------|----|
| Introduction to Penta .....                             | 29 |
| The Penta is a "Thing" .....                            | 29 |
| The Penta is a Uni-directional Movement .....           | 29 |
| Gaps are Always the Problem .....                       | 30 |
| The Original Schematic of the Penta .....               | 32 |
| The Penta Morphs .....                                  | 33 |
| The Vortex is the Key .....                             | 34 |
| The Vortex is the Central Thematic .....                | 35 |
| Pentas Pay Attention to Pentas .....                    | 35 |
| The Difference between Upper and Lower PentaGraph ..... | 35 |



|                                                                           |           |
|---------------------------------------------------------------------------|-----------|
| The 15 <sup>th</sup> Gate and the Magnetic Field Attraction .....         | 36        |
| The 46 and the Aura Stabilizer.....                                       | 37        |
| The 46 <sup>th</sup> Gate in the BodyGraph .....                          | 38        |
| Penta is not designed to have Gaps .....                                  | 39        |
| Three Aspects to the Lower PentaGraph .....                               | 40        |
| The Need to Harmonize the Auras .....                                     | 40        |
| The Central System Receives the Most Energy .....                         | 41        |
| The Flow is focused on the Alpha Key .....                                | 41        |
| Representations of the Sacral Energy .....                                | 41        |
| Capacity and Vision .....                                                 | 42        |
| The Penta is a Natural Sales Thing .....                                  | 42        |
| The Main Driving Theme of the Penta .....                                 | 43        |
| Gap Examples .....                                                        | 43        |
| Pattern Fixing .....                                                      | 44        |
| Experience Retention.....                                                 | 46        |
| Demonstration: Three Keys to being Successful .....                       | 46        |
| Gapping is the Basis of Interpretation of a Group .....                   | 47        |
| The Sphinx in Great Measure .....                                         | 47        |
| The Functionality of the Penta .....                                      | 48        |
| Gaps are Devastating and Not Natural .....                                | 48        |
| <b>Lecture 3.....</b>                                                     | <b>49</b> |
| Introduction to Penta 2 .....                                             | 49        |
| Setting the Basic Foundation .....                                        | 49        |
| The Lower and Upper PentaGraph .....                                      | 49        |
| The Power Source .....                                                    | 50        |
| The Function of the 15.....                                               | 50        |
| Theme of Reliability.....                                                 | 50        |
| The Meaning of Reliability .....                                          | 51        |
| Penta has No Mercy.....                                                   | 51        |
| Talent doesn't make a Group Successful .....                              | 52        |
| Culture .....                                                             | 52        |
| A Gap in Culture .....                                                    | 52        |
| The Creation of the Future of the Business .....                          | 53        |
| The Abstract Side/Aura Stabilization.....                                 | 53        |
| The 46 Area/Coordination .....                                            | 54        |
| A Gap in Coordination.....                                                | 54        |
| Commitment .....                                                          | 54        |
| A Gap in Commitment .....                                                 | 55        |
| Dysfunction Draws Resources Away .....                                    | 55        |
| The Two Foundations of Group Success .....                                | 55        |
| The 14 and the 2 – The Whole Dynamic Driving Principle of the Penta ..... | 55        |
| Cannot Compare Penta to a Human.....                                      | 56        |
| The Material Way .....                                                    | 56        |
| A Gap in the 14 .....                                                     | 57        |



|                                                              |           |
|--------------------------------------------------------------|-----------|
| The Vision .....                                             | 57        |
| Lower PentaGraph needs to be Managed .....                   | 58        |
| The Energy Focus.....                                        | 58        |
| A Gap in Implementation .....                                | 59        |
| Successful Pentas are going to be Copied.....                | 59        |
| A Gap in Public Relations.....                               | 60        |
| A Functional Penta .....                                     | 60        |
| Everything about Penta is Functionality.....                 | 61        |
| A Business needs a History.....                              | 61        |
| A Role for Dealing with Public Situations .....              | 62        |
| <b>Lecture 4.....</b>                                        | <b>63</b> |
| The Six Pillars of Group Success.....                        | 63        |
| Attributes as Tools .....                                    | 63        |
| Interest in What a Client Does .....                         | 63        |
| Lower PentaGraph Pillars .....                               | 64        |
| The Inner Flow Pillar.....                                   | 64        |
| Generative Zones.....                                        | 65        |
| The Discovery Pillar.....                                    | 65        |
| The Material Pillar .....                                    | 66        |
| Heart of the Penta.....                                      | 67        |
| Three Basic Pillars for Success .....                        | 68        |
| The Future Pillar.....                                       | 69        |
| Verbal and Physical Expression .....                         | 70        |
| The Present Pillar .....                                     | 70        |
| Businesses Fall Apart because the Pillars Aren't There ..... | 72        |
| The Past Pillar.....                                         | 72        |
| Need to See the Real Bottom Line .....                       | 73        |
| Watching Employees .....                                     | 73        |
| Proper Records .....                                         | 74        |
| The Present is Always Creating the Past.....                 | 74        |
| The Future Pillar .....                                      | 75        |
| The Customer is First .....                                  | 75        |
| The Faces of the Penta .....                                 | 77        |
| Three Areas to Work with an Alpha .....                      | 77        |
| <b>Lecture 5.....</b>                                        | <b>79</b> |
| Pillar, Line and Line Gap Keynotes.....                      | 79        |
| The Phenomena of Lines .....                                 | 79        |
| The Movie Remains on the Surface.....                        | 80        |
| Businesses Larger than 81 .....                              | 80        |
| A Spiraling Electromagnetic Auric Form.....                  | 80        |
| The Harmonies of the Lines .....                             | 81        |
| Example of Public Relations .....                            | 81        |
| A Binary Problem .....                                       | 82        |
| An Advantaged Insight .....                                  | 82        |



|                                                                           |           |
|---------------------------------------------------------------------------|-----------|
| The 1 - 4 Harmony: Detail and Networking .....                            | 83        |
| Ideal: All Six in Every Pillar .....                                      | 84        |
| The Practical Ideal: Fill in the Gap .....                                | 84        |
| The 2 - 5 Harmony: Potential and Marketing .....                          | 84        |
| A Gap for a Penta is what an Illness is for a Human .....                 | 85        |
| Harmony Gapping .....                                                     | 86        |
| The Third Stage in Keynoting Progression .....                            | 86        |
| 1: Detail—Lack or Loss of Fundamentals .....                              | 86        |
| Example of Accounting .....                                               | 87        |
| 2: Potential—Lack or Loss of Talent .....                                 | 87        |
| 3: Determination—Lack or Loss of Capital .....                            | 87        |
| The Upper Part .....                                                      | 88        |
| 4: Networking—Lack or Loss of Clients .....                               | 88        |
| 5: Marketing—Lack or Loss of Reputation .....                             | 89        |
| 6: Leadership—Lack or Loss of Trust .....                                 | 89        |
| Important to Look at the Nuances .....                                    | 89        |
| The Information is Only of Value when Taking a Practical Approach .....   | 91        |
| The Line Keynotes are a Sidebar .....                                     | 91        |
| Real Dilemma is Lack of Functionality .....                               | 91        |
| Becoming Engineers .....                                                  | 92        |
| Focusing on Healing the Illness .....                                     | 92        |
| The Best is a Group of Three .....                                        | 93        |
| <b>Lecture 6 .....</b>                                                    | <b>95</b> |
| Material and Present .....                                                | 95        |
| The Power of Capacity .....                                               | 96        |
| Buying Potential .....                                                    | 96        |
| The 14 <sup>th</sup> Gate: The Potential of Wealth .....                  | 96        |
| A Gap: The Positive Frequency of Potential is Missing .....               | 96        |
| A Gap is a Sickness .....                                                 | 97        |
| The Psychological Power of a Gap in the 14 .....                          | 97        |
| The Capacity, Potential can be Impressive .....                           | 98        |
| Vision is a Gateway .....                                                 | 98        |
| A Core Overview of Everything .....                                       | 99        |
| Vision is Complex because of the Coordination .....                       | 99        |
| No Vision, No Energizing of the Upper Half .....                          | 100       |
| Vision has to take into Consideration what the Actual Capacity Is .....   | 100       |
| Gap in the 2: Nobody Understands What's Going On .....                    | 101       |
| The Present .....                                                         | 101       |
| Gaps: A Dam that Turns into a Flood .....                                 | 101       |
| The Business Depends on the Ability to Sell Themselves .....              | 102       |
| Without Implementation, Resources are not going into the Right Area ..... | 103       |
| Implementation: How Do I Reach Out to My Public? .....                    | 103       |
| Any Gap is a Sickening Process for a Business .....                       | 104       |
| A Business Needs an Image .....                                           | 104       |



|                                                            |            |
|------------------------------------------------------------|------------|
| Business Examples in Ibiza.....                            | 105        |
| Gate 8: Making an Impression .....                         | 105        |
| A Gap in the 8: No Public Face Going Out.....              | 106        |
| The Spine of Group Function .....                          | 107        |
| The Center of Business Potential Success .....             | 107        |
| Gaps in the Central System .....                           | 108        |
| Different Ways to Make Money.....                          | 108        |
| Emergency Hiring.....                                      | 109        |
| The Core is the Center of Any Group Success .....          | 109        |
| <b>Lecture 7.....</b>                                      | <b>111</b> |
| Inner Flow and Future.....                                 | 111        |
| Everything is Rooted in the Penta.....                     | 111        |
| For the Penta a Gap is an Illness.....                     | 111        |
| The Beginning of the Dysfunctional Family .....            | 113        |
| An Organic Way of Eliminating the Gaps .....               | 113        |
| It's Easier to Grow Functionality than to Inherit It ..... | 114        |
| Penta Illness .....                                        | 114        |
| Pentas are not Alive; It can't be Killed by a Gap.....     | 114        |
| Ra's Dislike of Penta .....                                | 115        |
| Measuring Performance .....                                | 115        |
| The Simple Cure .....                                      | 115        |
| Inner Flow .....                                           | 116        |
| The 15/5 is the Center of Life .....                       | 116        |
| Penta Hooks into Humanity through the 15/5 .....           | 117        |
| The 5: Culture .....                                       | 117        |
| Pattern and Ritual .....                                   | 117        |
| An Inconsistent Penta.....                                 | 118        |
| No 5.....                                                  | 118        |
| The 15: Reliability .....                                  | 119        |
| The 15 is the Initiating Force .....                       | 119        |
| Reliability .....                                          | 120        |
| Tantric Channels .....                                     | 120        |
| A Gap in the 15 .....                                      | 120        |
| The 15/5 and the 7/31 are not related to Each Other.....   | 121        |
| Planning.....                                              | 121        |
| Research.....                                              | 122        |
| A Gap in Planning.....                                     | 122        |
| Administration: Encourage Trust.....                       | 123        |
| The Impression of Trust.....                               | 124        |
| A Gap in Administration .....                              | 124        |
| How to Engineer Success .....                              | 124        |
| Two Ways to Fill a Gap .....                               | 125        |
| The Ideal is to Build a Penta .....                        | 125        |
| Gaps: Entry Points as a Consultant.....                    | 125        |



**Lecture 8.....127**

|                                                                               |     |
|-------------------------------------------------------------------------------|-----|
| Discovery and Past .....                                                      | 127 |
| The 46/29 .....                                                               | 127 |
| The 46: Coordination .....                                                    | 128 |
| The 46 is Sort Of Like an Immune System for the Penta .....                   | 128 |
| The 46 Homogenizes the Auric Information .....                                | 129 |
| The Well-Being of a Penta Dependent on Harmonious Relationships .....         | 129 |
| A Gap: Social Problems in the Group .....                                     | 129 |
| Age Hierarchy.....                                                            | 130 |
| No Gap: Fundamental Relationships are Healthy .....                           | 130 |
| The Lower Half of the PentaGraph pulls all the Essential Ingredients Together | 131 |
| Gap Emergencies .....                                                         | 131 |
| The Spirit of the Penta .....                                                 | 132 |
| A Gap: Easy to Let Go Somebody.....                                           | 132 |
| The 29: Commitment .....                                                      | 133 |
| The 46/29 Deeply Existential .....                                            | 133 |
| The 29: Being Totally Absorbed in the Experience in the Moment .....          | 133 |
| Statistics of Business Failures .....                                         | 134 |
| Quantum Auric Synthesis .....                                                 | 135 |
| A Gap in 29: No Commitment .....                                              | 136 |
| The 46/29: The Social Dynamic of the Penta .....                              | 136 |
| The 13: Accounting .....                                                      | 136 |
| Paying Attention to the Business .....                                        | 137 |
| Interpreting the Numbers.....                                                 | 137 |
| Statistical Platforms .....                                                   | 138 |
| Hidden Problems.....                                                          | 138 |
| Software Programs for Businesses.....                                         | 138 |
| The 33: Oversight .....                                                       | 139 |
| The Power to Hire and Fire .....                                              | 140 |
| Theft of Intellectual Property Rights .....                                   | 140 |
| Penta is the Problem, Not People .....                                        | 141 |
| An Example.....                                                               | 141 |
| Each Gap is a Major Issue .....                                               | 142 |
| Heal the Penta .....                                                          | 142 |

**Lecture 9.....143**

|                                              |     |
|----------------------------------------------|-----|
| Individual Penta Affinities .....            | 143 |
| Chart 1 .....                                | 143 |
| Look for Definition First.....               | 143 |
| Upper and Lower PentaGraph Definitions ..... | 144 |
| A Weak Penta Person.....                     | 145 |
| Triple Split Definition .....                | 145 |
| Chart 2 .....                                | 146 |
| Individual Work is Important .....           | 146 |
| Loses Power in a Group .....                 | 147 |



|                                                                            |            |
|----------------------------------------------------------------------------|------------|
| The Trap of a Penta is Material.....                                       | 148        |
| Chart 3 .....                                                              | 148        |
| A Strong Penta Person is not naturally an Entrepreneur .....               | 148        |
| A Success on Her Own .....                                                 | 149        |
| Dilemmas in Business .....                                                 | 150        |
| Properly Guiding Individuals .....                                         | 150        |
| BG5 Engineers .....                                                        | 151        |
| Will be Held Back because there is no Role for Them .....                  | 151        |
| Chart 4 .....                                                              | 152        |
| Projectors and Definitions; Power within the Penta .....                   | 153        |
| The Classic Alpha is a Projector.....                                      | 154        |
| Projectors need to focus on Management Skills.....                         | 154        |
| Chart 5 .....                                                              | 154        |
| The Goal is to create a Healthy Business .....                             | 156        |
| Looking at Individuals and seeing their Inherent Potential for Penta ..... | 156        |
| The Binary: Skills and the Right Elements .....                            | 157        |
| Engineering seems to be Cold.....                                          | 158        |
| Engineering takes Time.....                                                | 158        |
| Ideal: Role Definition, Hanging Gates Below .....                          | 159        |
| Upper PentaGraph Definition are True Penta People.....                     | 160        |
| People who don't belong in the Penta .....                                 | 160        |
| Trapping People who don't belong in the Penta .....                        | 161        |
| Introducing People to Their Correct Material Pathway .....                 | 162        |
| Keeping Clean in Career Profile Analysis.....                              | 162        |
| The Binary Aspect of the Consultant's Work.....                            | 163        |
| Helping Make the Workplace Better and Healthier for People .....           | 163        |
| <b>Lecture 10.....</b>                                                     | <b>165</b> |
| Looking at Pentas.....                                                     | 165        |
| Pentas begin with the Individual .....                                     | 165        |
| Mr. Blue.....                                                              | 165        |
| Look at the Not-Self and what Drives Them.....                             | 166        |
| The 20/34.....                                                             | 166        |
| This is a Penta Person.....                                                | 167        |
| The Need to Demonstrate .....                                              | 168        |
| The 2 and the 14 Together .....                                            | 168        |
| Potential Psychological Problems .....                                     | 169        |
| Mr. Red.....                                                               | 170        |
| The 3/5 .....                                                              | 170        |
| Ego Manifestor with Open Emotional System .....                            | 171        |
| The Beginnings of a Dynamic Penta.....                                     | 171        |
| Mr. Green.....                                                             | 172        |
| Penta is a Limitation for Mr. Green .....                                  | 172        |
| The Graph of the Penta.....                                                | 173        |
| Bringing in Number Four.....                                               | 174        |



|                                                                          |            |
|--------------------------------------------------------------------------|------------|
| Hire for Skill .....                                                     | 174        |
| Hire for the Skills of Mr. Green.....                                    | 175        |
| The Fifth Person.....                                                    | 176        |
| The Alpha One and Career Profile Analysis Readings.....                  | 176        |
| Mr. Green is designed to be in a Partnership.....                        | 177        |
| Switching between being a Human Design Professional and BG5 Professional | 178        |
| What Mr. Blue needs to Do.....                                           | 178        |
| The Difficulty of Four People and a Dysfunctional Business .....         | 179        |
| Guiding Young People .....                                               | 179        |
| Looking for Number Four .....                                            | 179        |
| Some People are designed to be Confused .....                            | 180        |
| Mr. Blue is Transformed by being in a Group .....                        | 181        |
| Not Everybody is designed for Penta.....                                 | 181        |
| Educating the Coming Generation .....                                    | 182        |
| Confusion in Pentas.....                                                 | 182        |
| <b>Lecture 11.....</b>                                                   | <b>185</b> |
| Skills and Attributes .....                                              | 185        |
| Mr. Green.....                                                           | 185        |
| 6 <sup>th</sup> Lines and the Saturn Return .....                        | 186        |
| The 46/29.....                                                           | 186        |
| Mr. Blue .....                                                           | 187        |
| 3 <sup>rd</sup> Line Beings.....                                         | 187        |
| Basic Penta Affinity Rule .....                                          | 188        |
| Ms. Red .....                                                            | 188        |
| A Fatal Attraction between Projectors and Generators.....                | 189        |
| Projectors can only be in a Role Position .....                          | 189        |
| Ms Purple .....                                                          | 190        |
| Dysfunction in the Penta .....                                           | 190        |
| The Skills Overview .....                                                | 192        |
| Administration and Coordination are the Strongest Aspects .....          | 192        |
| Engineering to Build up to OC16 .....                                    | 194        |
| Weighting .....                                                          | 194        |
| The Three Departments .....                                              | 195        |
| Not All Functional Pentas are Alike .....                                | 196        |
| Attributes.....                                                          | 196        |
| The 2-5s Dominate.....                                                   | 197        |
| Laying the Foundation for OC16.....                                      | 198        |
| The Gene Pool .....                                                      | 198        |
| Penta is the Building Block of the Larger Genetic Pool.....              | 198        |
| The Perfect Business .....                                               | 198        |
| Group Personalities .....                                                | 199        |
| Begin to use the Graph Viewer.....                                       | 200        |
| How We Manage to Live Together in the World .....                        | 200        |
| Penta is an Auric Organism .....                                         | 200        |



|                                                        |            |
|--------------------------------------------------------|------------|
| Penta: The Design of the Illusion .....                | 201        |
| Understanding Sociology and Anthropology .....         | 201        |
| Penta is Non-Possessive.....                           | 201        |
| The Penta Influences Us.....                           | 202        |
| The Social Glue.....                                   | 202        |
| Functionality on the Material Plane .....              | 203        |
| Look Deeper.....                                       | 203        |
| Maintaining One's Integrity in the World .....         | 204        |
| <b>Workshop.....</b>                                   | <b>205</b> |
| Example Charts.....                                    | 205        |
| Chart 1 .....                                          | 205        |
| The 20/34.....                                         | 206        |
| No Penta Definition .....                              | 206        |
| This Person can be deeply Lost .....                   | 207        |
| Guidance is not Control.....                           | 207        |
| This Person does not belong in Groups.....             | 208        |
| Needs to be Outside the Group .....                    | 208        |
| Chart 2 .....                                          | 209        |
| Does not belong in a Penta.....                        | 209        |
| Splits.....                                            | 209        |
| Split Definitions are often best in Partnerships ..... | 210        |
| No Set Partnership .....                               | 210        |
| Pressure on the Material Plane.....                    | 211        |
| Chart 3 .....                                          | 212        |
| A Penta Dynamo .....                                   | 212        |
| A Perfect Penta Person.....                            | 213        |
| Temp Organizations .....                               | 213        |
| Their Future is Group Oriented.....                    | 213        |
| Realigning Adults to their Material Track .....        | 214        |
| Questions and Answers .....                            | 215        |
| Consultants with all Six Penta Channels .....          | 215        |
| Manifestors and Pentas .....                           | 215        |
| Manifestors and Reflectors not intended to Work.....   | 216        |
| Super Slaves .....                                     | 216        |
| More Specific Keynoting .....                          | 217        |
| Two Different Things to Deal With .....                | 217        |
| PHS and Environment.....                               | 217        |
| Non-Penta Person and Apprenticeship Work .....         | 218        |
| The 54.1 .....                                         | 219        |
| Authority, Types and Penta .....                       | 219        |
| Career Profile Analysis .....                          | 220        |
| A Material Disease.....                                | 220        |
| Sharing One Room in a Penta .....                      | 221        |

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# Lecture 1

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## Auras and the Auric Form

### BG5 is Different from the Personal Application of Human Design

Well, hello and welcome to all of you. BG5 is something that is very—different in the sense that it's not traditional Human Design, and that for me it is probably one of the most spectacular ways in which the knowledge that I was given can be used in a way that's of value to human beings.

I see the **trans-auric forms**, the business applications or family applications of this knowledge, to be very different from the personal application. The personal application is something that takes place when somebody is ready, in a sense, to challenge what seems to be what life is, to see if there is something else. And in so many ways, regardless of their state, they need to be ready for such a thing.

What we are looking at with BG5 is the most fundamental and basic issue that all human beings have to face, and that is the material dimension of their life. It is obvious that the rich are different from the poor, to quote from Gatsby. It is obvious that there are extraordinary advantages that are available to those in the developed world as compared to those that are in the undeveloped world. Material, no matter how we look at it philosophically or politically, we live on the material plane and have to deal with the consequences of living on that plane.

Everything about the trans-auric knowledge that I was given is that as the individual matrix provides, it provides a mechanical way of understanding the way in which groups operate. And in understanding the way in which groups operate, to be able to maximize the advantages that one gains from that knowledge; in other words, to be able to apply it in terms of a technique.

### The Black Side to the Human Design White Side

One of the things that is so interesting for me about doing the business side of the knowledge that I received is, in a sort of comical way, this is the black side to the Human Design white side. The goal here isn't to wake people up. The goal here isn't for them to recognize that they are not-self. The goal here is not to transform them in terms of what we understand as a mystical or esoteric or whatever spiritual transformation. That is not the business here. The business is the bottom line. It's the bottom line. And it's something that everybody needs; everybody.



One of the most beautiful aspects of this knowledge is the potential that it has for transforming the way in which a human being approaches their material life. One of the things that you will be trained in is to be able to guide somebody towards a material trajectory that is correct for them.

### IHDS Supports BG5 Consultants

We have an international webpage which promotes certified BG5 Consultants:  
<http://www.ihdschool.com/bg5>

More human beings can be affected in a positive way through this knowledge and its growth. And it's a delight for me to see that as we move along that there is the appropriate growth in the development of interest in this program.

### The Black Side

I want to prepare you as well, because I know that for many of you the only way that you have worked with me is in relationship to Design and to the goals in Human Design relative to individual transformation. So you will notice in all of this that the approach is very different. I talked about it being the black side (the mundane side). And what I mean by that is that by understanding what somebody is, you can take advantage of that knowledge and benefit them without ever educating them.

After all, a BG5 consultant is here to guide the development of an establishment of successful groups. The BG5 consultant is there to provide what we call an "Alpha One" analysis; in other words, to be able to prepare an executive, to be able to prepare a team leader, to be able to prepare a manager, to be able to operate in the most efficient way.

Teaching somebody how to operate in the most efficient way doesn't mean you have to do their design. So what you'll notice here is that there is going to be a change, not simply in the language that's going to be used, but in the way in which the knowledge that we have—and of course the knowledge is rooted in Design—the way we take that knowledge and the way in which we apply it.

### The Role of a BG5 Consultant

When you're working with a manager, the manager is not going to pay you a lot of money to try to, what would seem to them, convert them to some kind of mystical path. It's not why they're interested in you. They're interested in you because they have a problem. They're interested in you because their business or their concept isn't working the way they want it to. They're willing to invest in what potentially you can tell them. And they're not interested in you telling them about how they can discover themselves. They really aren't.

What they're really concerned about is: How can I be a better manager? How can I manage in a way in which I am going to increase productivity? That I'm going to be



able to increase profit? That I'm going to be able to work better with my employees? That we're going to have a relationship or my colleagues or whatever it is. In other words, what we're looking at is developing a language and direction for those who are not-self.

Now, in many cases, as you enter into this, because so many of you come to this via your training in Human Design, that of course there are clients of yours who had an analysis and everybody is involved in the material world. And of course, that person who comes for an analysis may turn out to be somebody who works in this or that or the other thing, and it may lead to that person with their Human Design knowledge and you doing your work as a consultant.

Well, please understand that despite the fact that they have some kind of understanding of Design, which in many ways is a way in which they are ready to trust you because it is very effective when it is presented, that's not what they're interested in. They don't holistically want to enlighten their employees; they want to make more money and be more effective and successful. They want to be better at their job. They want to take the burden off the pressure of responsibility and lessen that pressure.

### **The Future Looks Like the Past**

This knowledge is extraordinary knowledge. It really is. For me it's the kind of knowledge that brings with it such an incredible, revolutionary potential, and yet the irony is that it comes at the end of the time of the Cross of Planning. The future of our material direction is a future that looks very much like the past.

What I mean by that, is that when I was given the design of forms, the moment I was brought to the Penta, the Penta was introduced to me as the base ingredient of building the gene pool. That's the way it was introduced to me. In other words, this is a basic component and it's upon this basic component that everything is ordered.

So, the Penta was something that struck me as being very powerful in that sense, particularly since we have no conscious access to it. We have no way of sensing it other than secondhand, other than through the experience of what we get to experience, relatively speaking, through groups. We are all born into Pentas, what we call the family. This fundamental core of the family—after all, families can be much larger and traditionally they were—but this core that is the grouping of five that it's built on, this is also the center of what would be for millennia and millennia the material way. In other words, family enterprise, and in most cases that was agrarian or it was rooted in hunting with the advent of the earliest civilizations. There was some transformation that began to take place.

But again, the thing to see very clearly is that it isn't until the Cross of Planning, it isn't until the Industrial Revolution, it isn't until the building of factories in that sense that you have the breakdown of the family business being the dominant business on the planet; in other words, the dominant way in which human beings make their living.



### Three Different Ways Humans Make a Living

But still—I want you to be very clear about that—we have three different ways in which human beings make a living in this life. They do it either **alone or in partnership**, that's one thing. They do it in a **Penta**, that's the second. And they do it in a **Wa**, that is, in an **OC16**, in a much larger configuration. The vast majority of material work is done within Pentas still.

Now of course, it isn't necessarily still the traditional Penta, but all of us know that the corner store is often run by ma and pa and their children. This is still a tradition that is very deep, particularly in the developing world, but is something that you see all over this continuation of father and son and mother and daughter.

But at the same time we've had something else, something that developed out of the basic family construct that is the artificial material family. And this artificial material family is what we really are interested in. That is, the material, the specifically material Penta. In other words, the Penta that is formed for the very purposes of gaining income and a Penta that's formed basically because that is the most comfortable dynamic.

### Penta's Hierarchical Preference to Age

Something fascinating to think about, and we will look at all of these things as we move through, is that when you do a Penta calculation in MMI, one of the things that happens immediately is that the information is organized according to age. Now, it isn't just a convenience of programming. It is very, very interesting because when I say that this is the artificial family, we all know in many ways that is what it becomes. Within the context of the office we end up with all kinds of very interesting relationships, the older-younger relationships, the love affairs, on and on and on and on.

But anyway, the thing to see very clearly about this artificial family is that it is hierarchical because it is still a Penta. And it's still operating according to the root of Penta. And the root of Penta is that maturity is hierarchically rated at the highest level. So, basically what you're looking at is that when you're looking at any business, think about the young upstart business. You've got some 27 year-old nerd who has a great cosmic internet idea and they've got all these 30 year-olds that are going to join them and work for them in their group and they're always going to be the baby. It doesn't matter whether it's their idea and they own it, but in terms of the way in which that group within themselves is going to relate to each other is actually going to reflect a hierarchical preference to age and with all that it brings out.

Any of you who have the joy of having three children will understand the hierarchical squabbles that take place amongst those children with each other and the tendencies in the eldest child to take on certain authoritarian qualities and the tendency of the youngest child to take on certain rebellious qualities and so forth and so on. These very clichés that we well know emerge in any group.



## **Penta is Alien**

We're going to look at something really extraordinary. We're going to look at an alien. That's the cutest part of this; for me, anyway. Over these last years, whether in BG5 or in doing work in Rave Cosmology with the advent of what will be the conscious Rave Penta, I've been looking at Pentas from all kinds of levels. This thing is really a "thing."

What I hope to teach you mostly in this first semester, because we're going to go through the basic dynamic of how the Penta operates and what that means and how we can translate that into functional information, practical information. But at the same time, I want you to feel this "thing." It's something to feel.

## **Penta is About Numbers**

Let me give you an example. Penta is about numbers. It's number knowledge. It begins with the recognition that three, four and five, which are the variables of Penta; a Penta begins the moment that we have more than two beings in an auric zone together. That means that their auras have to be able to have relatively consistent contact with each other, so, an office where three people are sitting together.

You have a three, you have a four and you have a five. Now, I don't want to belabor this, but just to think about it. The three is always a tension. This is a genetic problem. The genes always want us to reproduce so the genes want four. And even though a group that comes together in a business or in a group that is constructed in a company for a particular job that it's going to do, the fact that it is not a real family, that there isn't a reproductive head of the family, doesn't mean that that doesn't have the same energy affect. It does.

So, when you have three people who are sitting in an office, basically what you have is a tension situation. It is a tension situation. And it's a very simple thing. Only two of those people can really make contact with each other at the same time. Somebody is always left out. There is always this tension that is there. And no matter how good things might be, there is an underlying discomfort in that group together.

Now, bring in a fourth person. It doesn't matter whether the fourth person has a wonderful personality or a lousy personality or they're this or that. It doesn't even matter if they're particularly competent. But the moment you bring in a fourth person, everything settles down and stabilizes because that's what fours do. The most stable Penta is the four, for good or ill. You can have a stable four Penta that's dysfunctional, and I'll talk about that term as we move along, a Penta that basically doesn't function well, but is a four and everybody is holding onto the ship as the ship sinks because everything is sort of stable and secure.

On the other side you can have something that just hums along because it is stable and there are no tensions. What we will see is that the Penta is always seeking to



fulfill its potential. The pressure is there as it is in a family. There is no genetic release when you have four. It calms down, but still, the odds are that you may need that five and the five brings its own tension because it brings the potential for expansion.

### Be an Observer

Now, think about how you feel this. How do you see these things? Because you cannot tune in directly to the Penta aura, you can only get that secondhand. You have to begin to be an observer in the world and watch particularly small groups. Those potentials are generally around us all the time.

You go into a café. Watch three people at a table. Just watch it. And it doesn't matter whether those three people all know each other and it doesn't matter whether they have a generally good relationship, watch the tension develop. Watch the fact that somebody has to get up. Watch the way it works. Watch the other side of that. Watch a table of three and what happens when there's a fourth person.

What you're looking for is a feel. You can feel it. You can catch it in the expressions in people's faces. We have a great gift with this knowledge. It's the thing that makes Human Design remarkable. It is deeply, deeply scientific and logical. And yet, at the same time, it's mystical. The idea that we are controlled by an auric entity seems to be science-fiction until you get to be able to analyze a PentaGraph yourself and you have that first group that you look at through that. And then you get to see it and you go, oh my goodness, because this is the way it works. It's an amazing thing, the way it works.

So, we're about to enter into a fascinating journey, a journey into understanding an auric form and to understand how we are subject to the way in which it is designed. We all know that within the construct of the family we all have our limitations. We are, within the context of the family, changed in the sense that what we are **beyond** the family is always different than what we are **in** the family. It's different. And it's different because we do not enter into the Penta as ourselves. The Penta takes from us what it likes. That's the way it works. It takes from us. And when I say 'what it likes,' it's not like it's self-aware. It's just a mechanism.

### The Aura

In order to begin to understand what is the nature of this Penta, you have to grasp the significance of aura. And aura isn't something that's really understood. It's understood at the level that we are an energy field, and there is this energy field that sort of emanates from us. You have Kirlian photographs and this and that and all that stuff that's in the esoteric world with aura readers and all this stuff.

I have a totally different understanding of aura; for me, everything is an illusion. It is also clear to me that the way in which illusion operates is through the movement of frequency, and that frequency is a variable; that is, variable depending on the



density of the frequency. It is obvious to me that what we are as an entity, ourselves, a human, is that we are a complexity. That is, the magnetic monopole holds us together in the illusion of our separateness. And it holds us together in terms of frequencies. As a matter of fact, we talk about that in terms of color transference, the way in which the information that is programming us, the way in which that frequency is captured by the magnetic monopole which represents the way, as a frequency, we operate in the world.

The frequency is dense, no question. At least in the illusion we assume it is. We see it as a solid. But it's essential to really grasp that everything is frequency and that as your aura frequency ends, it doesn't mean that there's nothing there. We are really in a frequency world. It's why the nature of Penta as an auric entity is a higher level of the evolutionary process, in a way; though it lacks the hardware to be able to provide the expression of self-reflected consciousness, it has an organizing capacity that is remarkable. We are looking at the way in which a Penta organizes the frequency that is emanating from a human being.

### **The Penta has a Vortex**

Basically what the Penta does, as you will see when we go into the analysis, it actually has a vortex. It has a specific instrument, which we understand as the 15<sup>th</sup> gate, and this is an instrument that literally, with its magnetic ability, begins to siphon off the emitted energy from the human aura, and it takes from it certain aspects. All of this becomes part of what, in fact, is an auric field.

As you will see, we don't talk about gates and channels and centers, because, in fact, they simply do not exist. What you're looking at is a frequency complexity that within itself has different areas of density. It's all frequency. So understanding aura becomes something that's very significant.

### **The Magnetic Monopole**

The other thing is, think about the magnetic monopole because it is the great wonder of the knowledge. It's the magnetic monopole that holds us together in this illusion of separateness. Now, how does it do that? I mean, if you have a crystal of consciousness and you've got a neutrino stream that is going to hit that crystal, you get a base frequency as a result of the interaction of the neutrino and the entering into the crystal. When it's in the crystal you get the architecture. That is, you get the tonal level. And then there is the release of this as a frequency, this exit frequency is called color.

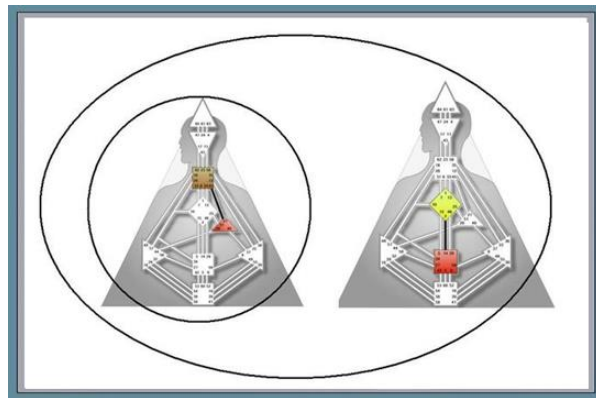
Now, this exiting frequency has to be captured by the magnetic monopole. And the magnetic monopole, in fact, is capturing two frequencies: the exit frequency of the Personality crystal, and the exit frequency of the Design crystal. Now, the way in which it captures that is that it has a receptor frequency.



But there's a dilemma. And the dilemma is that this receptor frequency is based on the holistic frequency of the being. So, this being is not-self, that frequency of not-self which is a distortion becomes the distortion of the way in which the monopole attracts. In other words, the variability of the monopole to attract the frequency is distorted when the frequency of the holistic being, what is held together, is not correct.

### The Aura is Holistic Information

And of course, what happens when our frequency is not-self, is we get what's called transference. We get its harmonic. In other words, if the number of the frequency is 1, that is the 1<sup>st</sup> color, it gets received as a 4. It doesn't get received as a 1. And the byproduct of that is loss of cognition, loss of physical potential, that is, brain system potential. And so, what we're dealing with is that if you grasp that, then something essential to understand is that when you meet somebody's aura, you're meeting them holistically for what they are.



In other words, the information, the real holistic information is in their aura, not what they say or the action they're going to take, but this sum total of the information is in their aura and not only that, their design is in their aura. And what I mean by that is that everybody is used to looking at the BodyGraph and looking at an aspect of the BodyGraph and seeing that this makes somebody, let's say a Manifestor. And so, the byproduct of them being a Manifestor is that they've got this aura is the result. The Manifestor aura is there the moment that the being exists. It is a unique construct of this kind of vehicle.

In other words, the reason that Manifestors and Generators feel different to us is that their aura is the difference. It's the aura. And not only is the aura the difference, but the aura conditions the way in which they're going to operate, the way in which they're going to deal with others, the way in which everything, in essence, is going to work in their life. In the same way that we have all of this value in Human Design that we attach to the meaning of each type, understand what the aura does.

Our work is to be able to recognize clearly how to advise people in terms of their interrelationship with others, and their interrelationship with others in order to grease the wheels of illusion, in order to be able to operate on the material plane together in a way that is productive and in a way that is harmonious. If you do not understand aura, you can't do that. You just can't.

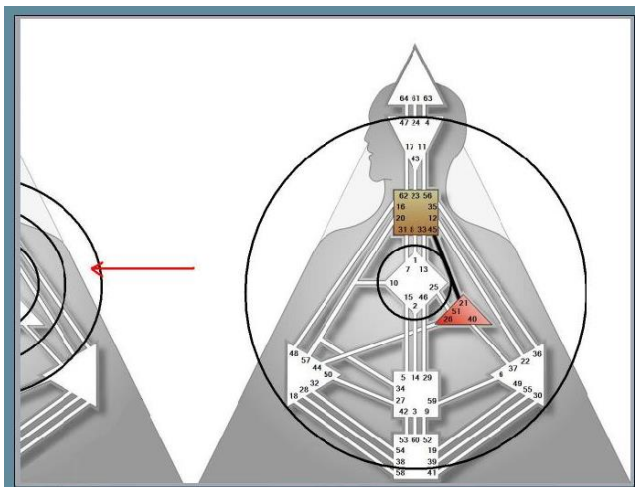


## The Manifestor Aura

Think about the Manifestor aura. The Manifestor aura is closed and repelling. Now, think about sending a Manifestor out the door with the responsibility to be the salesperson for an organization. Think about it.

You would have a Human Design analyst look at that Manifestor with their willpower and that they can do whatever they want to do, but think about their aura. How difficult it is going to be for them.

The only kind of Manifestor salesperson is somebody who is going to work virtually, over the telephone, because the moment that they step into somebody's aura, they are immediately held in suspicion. You offer them the best deal that they can ever be offered and you can actually back it up, and they don't trust it. They don't trust it.



Think about being a Manifestor manager. You've got an aura problem. You may be a really nice person but you've got an aura problem. It's the aura that defines you. I know that in my career so many people have, because I'm a 5/1, they've projected on me the kind of person I am. It's on the aura that they projected. Not on me. It's the aura that they're concerned with and suspicious about because it's a Manifestor aura. It doesn't let you in.

## Taking Advantage of the Not-Self

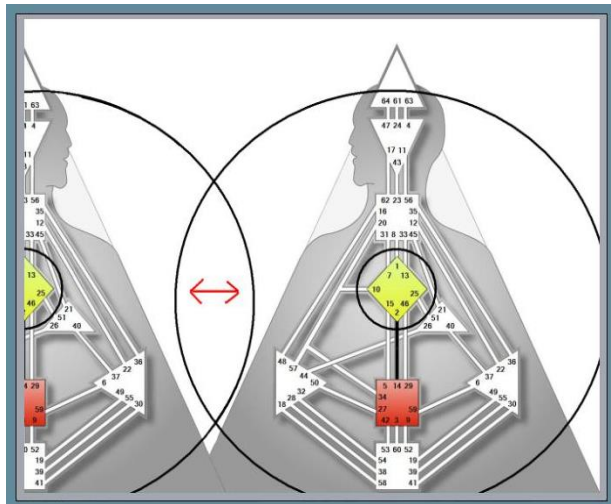
The moment you begin to understand the nature of an aura is the moment you can take this information and use it as a way to guide the not-self to the advantages and disadvantages. As you will see, we have a very clear program for training an executive, our Alpha One program, and training an executive to take advantage of what is called their shadow; in other words, to take advantage of the not-self. It's a funny thing to think about. We teach them how to take advantage of their not-self. And it's important.

Because you see, the bottom line again isn't something holy and spiritual here. This is about the bottom line. It is about being productive. It is about making money. It is about knowing how to work with people. And the moment you know somebody's aura, you know the problems they're going to get into.



### The Generator

Think about the Generator aura, open and enveloping. Now, here's the Generator, the most powerful creature on the planet. You can see that the only motor of the Penta is the auric field related to the Sacral. This is the driving force. The Sacral is the driving force in life. And it means that these are the natural born slaves. Everybody has an assumption that slaves were always unhappy. And I don't think that's true or fair, not that I'm in favor of slavery. But the fact is that anybody who has a job feels enslaved until that job brings them something special. Not simply that it is financially rewarding for them, but they enjoy being in that group.



Oh, it is one of the great hooks of the Penta. The Penta is a homogenizing agent. And those of you that work with me in Design know that

homogenization is the great curse word for anyone who wants to live by their own authority. And yet, here we all are, whether in our families or in our small groups, being homogenized in the way in which we work with each other. Technically speaking, it is the way in which our auric frequencies, how they are brought together into the Penta and how they are aligned with each other. It's fundamentally mechanical.

And yet, the moment you have somebody who is rewarded for their work in an environment that is harmonious, you have contentedness, the satisfaction that is the signature of any Generator. And of course the frustration-satisfaction gain that is there is something that can be dealt with, but you have to understand the being.

The Generator is going to take in everything, everything. And of course, the moment they are there to be able to take in everything, you know that they lack discernment. This is the great dilemma for Generators. Because they're open to everything, they don't know what to say no to, in that sense. And I'm talking about the not-self. This is how one becomes enslaved.

It's something to grasp at the moment you are working with a Generator, everything changes the moment that you understand that openness. And of course, one of the dilemmas for the Generator is that that blind openness is something that is eliminated the moment that they are given targets, the moment that they are approached correctly and given the necessary targets so they're not distracted by all that other stuff.

But at the same time, they are very powerful, social conditioning forces. If you talk about the executive who's a Generator, and it is a very interesting subject because



for them to operate correctly, they need to have a kind of regimen in which they entrust certain employees to be keys for them that they can respond to in terms of being able to guide and direct the organization. But unless they have an understanding of the need for a clear program and clear directives, then the Generator, the open and enveloped aura, is going to get confused. And it can end up being very frustrated.

### **Understanding People as They Are**

It's in the aura. It's about understanding people, not understanding what people could be. That's a very beautiful thing, but that's not the subject here. It's about understanding what people are as they are and that's the vast majority of humanity. And just because they are not on a fractal line that brings them to the possibility of enriching their place, their nature on this plane doesn't mean that they do not deserve the help that they can be given to make their lives better.

For most human beings, work is drudgery. And for most of humanity just having work is a miracle. One of the things we can do in this is bring a different level of pleasure to the experience of being forced as bio forms to operate on the material plane. We can benefit, not only the individual, but also groups. And despite the fact that they are not-self, to have a good job, to enjoy being with people that you like working with, for the vast majority of human beings is enough.

And functionality, again one of these themes we're going to be looking at when the Penta is really functional, becomes something that's very exciting to be a part of, because things work. It works. And with that comes growth and with that comes the reward in being part of that growth, in being part of the momentum of that growth.

### **Uni-directional Material Development**

As you'll see next week when we begin the introduction into looking at the Penta itself, the Penta has only one thing that it is designed for. That is, it is designed for uni-directional, material development. That's the whole thing. It's why the first business is the family. The moment children come into your life, you're under enormous pressure. It's the pressure of what it is to be on this plane as a bio form. It's an enormous pressure. And what we're able to do is to understand how we can take away that pressure and turn the process of operating on the material plane into something that works, that eliminates the resistance, that allows one to take pleasure from the experience of having to be there.

### **The Projector**

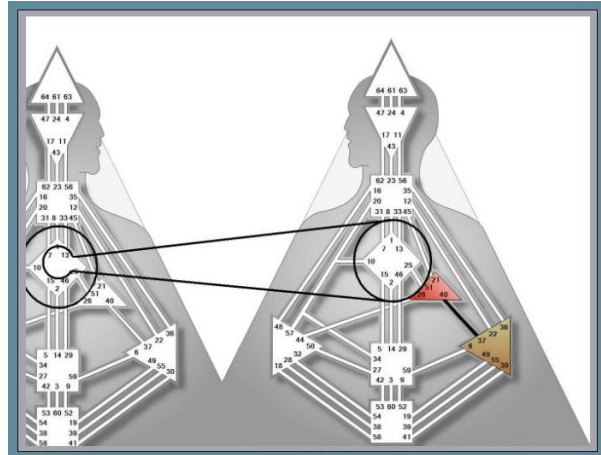
The Projector is very unusual and it's very unusual, particularly in its relationship to Generators. They are the dominant force on this planet. And it is very much in their hands, the trajectory that our civilization is going to move towards. This is a time in which both Generator and Projector are being liberated. And often forces that are



liberated don't necessarily see each other as the reason for them to enjoy their liberation.

You liberate the Generator then the Generator is going to do everything in its power to avoid slavery. And yet at the same time, the Generator is not here to understand how to use its energy. It's here to understand itself well enough to know how to make the right decisions. But those decisions have to come in response. So guidance becomes the key to the development of the Generator.

The Projector has its own dilemma. In terms of a hierarchy, suddenly it's raised up to this position in which the responsibility for guiding the energy construct is suddenly in its hands, taken away from the closed and repelling Manifestor whose era has come to an end, and entering into a very touchy-feely kind of job. That is, the Projector being a non-energy type is given the responsibility, particularly to develop a functional relationship with a Generator. And it has to come from the Projector. It's not something that's easy. It's not something that's necessarily welcome.



For example, the Projector has a focused and absorbing aura. It's so easy to recognize a Projector because their aura is something that verges on the exciting to the very uncomfortable. And it does so because what they have is an aura, literally, that focuses. It literally hones into the G Center of the other. Projector's aura, particularly in one-on-one situations, which is their best situation, penetrates deep into the being.

Part of that, by the way, is the way in which they access energy. They are a non-energy type. It also gives them a special advantage in the way in which their ability to penetrate the other leads to a capacity, a potential capacity to be able to recognize aspects and qualities of the other that can be nurtured, that can be advantaged, or taken advantage of, whatever the case may be.

### Ideal Person for Guiding

At the same time, their aura is absorbing. So not only do they take in from their focus, but they're also left very vulnerable. And one of the things to see about the nature of the Projector is that the Projector is the ideal Alpha. In other words, the Projector is the ideal being to be responsible for guiding, whether that is as a manager, a team leader, or the Alpha One. This is, in terms of all things being perfect, the natural role for the Projector to take. Now, it doesn't mean that we (other types) cannot bring advice and wisdom to those who are not Projectors who are in those roles and ask for our service.



But again, in terms of the ideal, when a Projector comes to you and says, "I've got this concept and I'd like to build a crew around me" that's one of the most ideal situations you can find. And again, it goes back to what the basic gift of the Projector is. It also means that just the obvious of their aura, their aura has a deep impact one-on-one. It means that they lose that power and create negative situations when they try to instruct more than one person at a time. They just do, because their aura cannot take everyone in.

The ideal as a chain of command is that a Projector asks a Generator if they think that this might be a good direction for everybody to work in. The Generator agrees and then the Generator with their enveloping aura takes everybody in, very open, and let's everybody know the news. There are ways to move information in which it is very, very effective and you don't end up with resistance, you don't end up with projections that distort the possibility of what understanding or acting on the information can bring.

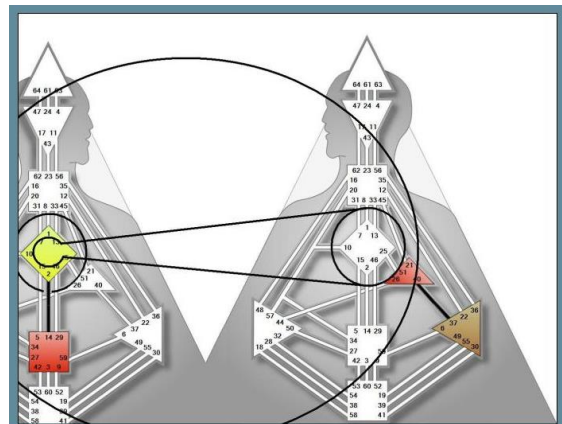
## The Reflector

Finally, we come to the Reflector aura, which is resistant and sampling; in many ways very similar to the Manifestor aura. Both Manifestors and Reflectors are more deeply influenced by the program, as an example, than they are by most human beings. They're very different in the way in which they're designed to operate. And in fact, they really don't belong in the working world.

Of course, unfortunately for them, there is no free pass. They have to find their way. Again, one of the things we can do for basically about 10% of the population is to give them a better understanding of their own nature and the way in which they can operate on the material plane in a way that can be successful for them.

## Generators and Projectors

The material world, particularly the Penta world, is really for Generators and Projectors. And frankly, since they're 90% of humanity, that's what we're going to get. You are going to get those situations, particularly in terms of the Manifestor, where the Manifestor has this thing that they want to do and they end up in a situation where they cannot do it by themselves. And you can get called into that kind of environment where a Manifestor is trying to develop a group and, of course, end up dealing with the obvious problems from the start.





They begin with the aura. Everything about our work in Penta is understanding that the aura itself carries the synthesis, carries a holistic expression. That's why beginning to recognize what and how much information your aura carries, and how much it determines, these very simple ways of looking at the 'this and that' of your aura, to understand how this is something that is conditioning your whole life and your relationship to everyone in your life is dependent on what you are. It was asked in earlier classes if the Generators and Projectors end up being more deeply conditioned than Manifestors and Reflectors. Yes, they just do. It's built into the way their auras operate.

### **Molding a Style for Executives**

So, in understanding the aura, you begin to see how you can use this understanding to begin to operate as a guide, because as a consultant this is what you're here to do. I remember it was very fashionable in the '50s to send young girls of wealthy families to finishing schools. The idea of that was to be able to mold somebody into a particular role for society. I see the gift of the BG5 consultants is that of being able to mold executives, managers, team leaders, anyone in terms of the material direction they're going to take, to be able to mold a role for them, a style as you'll see, because style is something that is very, very important.

When you're dealing with the not-self, you're not dealing with somebody who operates as themselves. Basically what you can do is take the sum total of what they are, the holistic not-self that they are, and you can basically create, in that sense, the right style for them based on their limitation, based on the impact their aura will have, based on the way in which they're going to integrate within the Penta or not, in order to be able to give them the tools they need to be able to master their role.

### **BG5 Consultants are Directors**

Here's the chance in which we get to manipulate the movie. I like to talk about the movie. And I like to talk about our roles in the movie. Here we're like directors, in that sense. We're working with the actors and we're showing them how to find the right way to express the potential of their role. Being a manager is a role. It's just a role. Being the owner of a small business is just a role. And of course, that role has many dynamics and it has a style. When the individual is given the knowledge of how to act in terms of what behavior is going to benefit them, we have a huge, huge advantage.

We're not making it up. This isn't some kind of motivational group where we're throwing out business ideas and trying to motivate somebody. We know their design. And of course, the moment you know their design is the moment you know that when you describe how to operate, and not operate as true self, but just how to operate as a result of what their not-self is, we know they're going to not only recognize it, they're mentally going to like it because it works, because it's a refinement of their not-self that will eliminate the resistance of the out of control



not-self. And out of that, to be able to find a style that is going to be productive for them in their role. We have so much that we can teach those who are operating on the material plane.

### **Human Design Knowledge is Very Important**

So we have a journey in front of us. One side of this journey is that Human Design knowledge is very, very important. So, it's one of those things that you need to have as an important part of your arsenal, not in terms of delivering that to the client, but in terms of the inside information you derive from in being able to look at and grasp somebody's design.

### **Understanding an Auric Entity**

But the other side of this is entering into a new area entirely. I want you to begin to recognize that you're not really learning how to understand the interrelationship of humans; you're really looking to understand an auric entity, a thing. And the deeper you move to this unusual perspective, the better off we're all going to be in this process. It's like you're about to learn a different kind of design, not human. And yes, we know that it influences our human lives. We are going to be looking very, very deeply into the nature of the Penta itself.

I want you to suspend, however you can, Human Design's relationship to us in the human context, and to begin to really grasp it as a mechanism, to get a feel for this thing and the way in which this thing works and the way in which it dominates all lives.

### **A Natural Place on the Material Plane**

I see how important it can be for human beings, how much suffering there is on the material plane, how many people with great gifts, wonderful talents, nice human beings, how they suffer on this plane because of material want.

But, one thing that I always respected about Bhagwan Shree Rajneesh, Osho, was that he was always sending these people out into the world to make a living: go make a living, go into the world and work. You cannot be truly clear in this life, someone who is correct in this life, if you do not have a natural place on the material plane, a natural place. The beauty of what we can bring with this knowledge is to be able to give everyone a sense of well being in the workplace.

And in that way, I think the knowledge provides a service that far, far, far extends beyond the potential of what can be done on the Human Design side. I would be very happy being able to provide material, beneficence, to the millions and hundreds of millions of beings whose lives could be made so much simpler if they understood the mechanics of how to operate on the material plane, and how wonderful that would be to take that pressure away and to bring such a gift. It's part of what we're here to do.

~





## Lecture 2

### Introduction to Penta

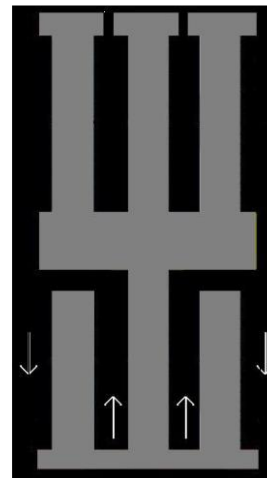
#### The Penta is a “Thing”

I can remember when I approached this subject for the very first time when I first began teaching BG5 and it was one of those experiences that I really loved and I have enjoyed repeating it ever since and I'm looking forward to it again. And that is taking a look at what the Penta really is and begin to grasp the nature of this construct, but also being able to grasp it not just as a hypothetical, static, two-dimensional graphing system, but to have a feel for it as a thing. Again, I cannot stress enough how much we are dealing with a thing, this Penta.

#### The Penta is a Uni-directional Movement

What you're looking at in this illustration, the first thing it's doing is reaffirming one of the most fundamental principles essential in grasping the way in which Penta operates. And it is understanding that the only way the Penta operates is in one direction. It can only operate uni-directionally (*arrows pointing down and then up through the middle*). It's the only way that it can go.

So, literally what that means is that we have a totally different way of understanding the flow of information; that is, the flow of what we might call activations that are there within the PentaGraph itself. When you're thinking about the PentaGraph you have to suspend your BodyGraph orientation even though there are commonalities that we're going to be able to work with. But still you have to suspend it.





The classic example of this, somebody mentioned in one of the other classes the other day “love” in relationship to the Penta. And of course, we know that we have

very significant Sphinx presentation here. That is, the 2<sup>nd</sup> gate and the 1<sup>st</sup> gate and the 7<sup>th</sup> gate and the 13<sup>th</sup> gate, the four arms of the Sphinx.



But when we’re looking at the Vessel, that is, these two gates that hypothetically we could call the 46<sup>th</sup> gate and the 15<sup>th</sup> gate, they’re actually not in the G Center (illustrated by the space that the green arrows point to.) They don’t have anything to do with the way in which those aspects of the Vessel are understood within the construct of the BodyGraph. Within the construct of the

BodyGraph, they’re in the G Center and here they are not in G Center. As a matter of fact, they’re really actually a part of the sacral system.

Now, it’s something interesting to think about when one thinks about that in relationship to a human being and what traces of that are in us, because it’s a curiosity. But something to grasp about the 15<sup>th</sup> gate and the 46<sup>th</sup> gate is that their relationship, because of this uni-directionalism, their relationship is **never** upward. In other words, the way in which this system in here operates is that it’s always a uni-directional movement and a uni-directional movement pointed towards what is this red sacral zone that is present (red arrows).

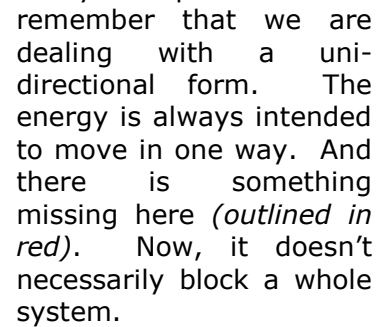
### Gaps are Always the Problem

It says a lot, by the way. One of the things that makes the knowledge so beautiful in terms of my ability to be able to transfer analytical skills to you is that these basic constructs that have arisen out of the knowledge that I was given lead to very, very simple ways in which we can look at mechanics. And nothing is simpler—I mean for all the impact of the Penta, the density of its grip over life on this planet, that in fact to understand it in terms of our ability to understand group behavior and to be able to do





This is going to be part of our vocabulary as we go through this year. That is, the gap becomes everything; everything, because the gap is always the problem. And



here (*circled, capacity*), which means it never gets to be part of the information that moves through the Penta.

So, it's important to understand that we're dealing with a very different way in which information flows within the Penta itself. That it is uni-directional and because it's uni-directional it means that in many cases a gap will bring about a situation where real aspects of the totality simply don't have a way of expressing themselves. And the gap itself becomes the problem always, always.

If I look at this particular Penta and I look at that gap (*reliability*). That gap is all about being able to hold the Penta together. And because that's the gap, you are in a situation where you're going to have a group that is very hard to keep them together; very hard to keep them together. As a matter fact, they're always not together and of course that becomes a problem.

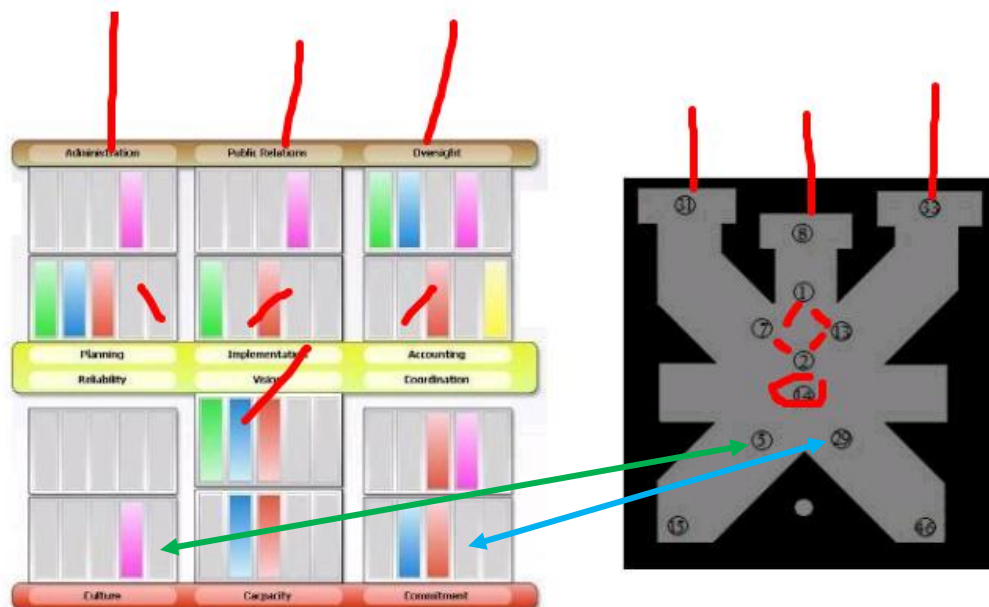
Anyway, this is not at this point, the subject, but again it is very important to see that this is introduced first because it is an essential thing so that you can be able to read the impact of what's going on and to be able to see the flow of information as it moves through the Penta.



## The Original Schematic of the Penta

This is one of my favorite illustrations. It was the original way I was given this graphically for the Penta. In other words, you can see the numbers that are there. For example, there's the 31 and there's the 33 (*at the top sides*) and there's the 8 (*top middle*). So, this alignment that is here (*with the new illustration*).

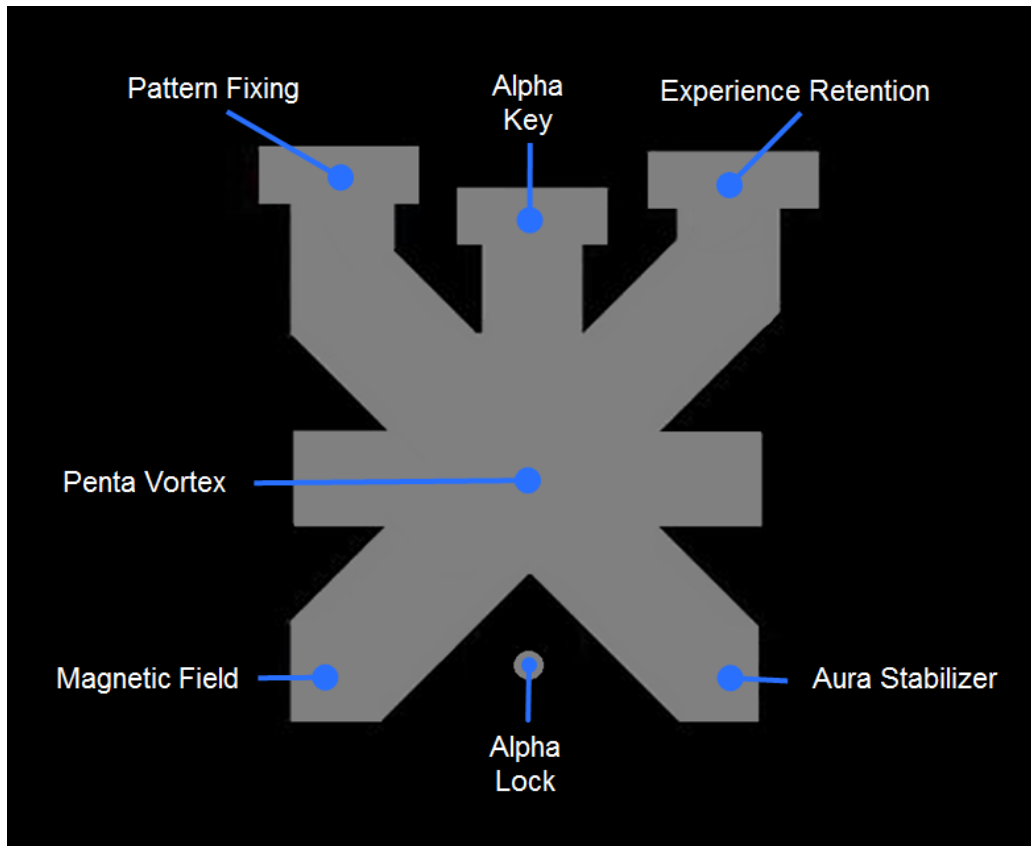
And then you can see that there is sort of almost like a G formation (*1-13-2-7 in the original illustration*) here in this diamond, sort of, which is giving you these aspects here (*1-13-2-7 in the newer illustration*).



And you can see very closely aligned to the 2 is the 14. They are quite separate from each other and in the very center of this (*original*) schematic. And then you can see where you really get to have a feel for the difference of this creature, that this is the 5 here (*green arrow*) and on the other side this is the 29 (*blue arrow*). So what you're looking at here that we see in this (*original*) configuration pointing upwards is the 15<sup>th</sup> gate on this side (*lower left corner*) and the 46<sup>th</sup> gate on the other side (*lower right corner*).

In other words, they're really sort of like a binary tail propulsion system, if you will, driving all of this. So, this is the original schematic. Now, what that leads us to is an ability, in that sense, through the original graphing to be able to get a sense of what these aspects really are within the context of the Penta itself.

But what I felt was important about seeing this image is perhaps to take you away from what is the professional schematic, if you will, the gloss of the representation of data and to look at the original configuration which quite frankly is mystical in its nature. It is part and parcel of the knowledge that I was given. And this was really given to me as a creature.



### The Penta Morphs

Again, when you think about it in the context that we are dealing with, consulting and the whole material side of what the Maia is, that this professional schematic sort of strips away the possibility of really sensing that this is a thing. It's a thing. And it's a kind of thing that we don't really understand because it's not a stable thing. It morphs, after all. Five people in a room become four, become three, become four, become three, and become two. Do you know what I mean?

In other words, this thing is a very, very strange phenomenon indeed. And also for us to be able to in any way try to grasp something as complex and as manipulative as the Penta without having any conscious access to it. So, rather than seeing this as a kind of diagram of interactions, rather to see that this is a thing that is drawing from those in the Penta. The thing that's so interesting about it is that this emerges out of these groupings and becomes the controlling dynamic.



## The Vortex is the Key

So when we're looking at it we have to look at three different things. The first thing that we need to look at is the Vortex because in essence the Vortex is really the whole key to what the Penta is all about. The Penta is the ability to literally empower Vision. It's there to empower a direction.

And to understand that this is the Vortex; everything spirals around this. This is the central thematic of what it is to be Penta. It's here (red X). And again, understand that

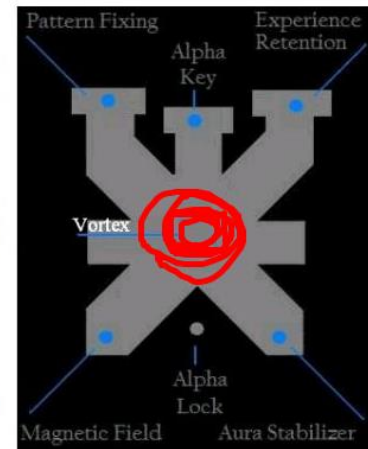
if you're going to have gaps in these areas, that is, in either of what is the 2<sup>nd</sup> gate zone or the 14, then you're going to be in a situation where the very Vortex is not stable itself which means that the whole construct is not stable. And this brings a tremendous amount of financial pressure when there are problems that are here in this zone, in that sense, of the Penta.



Think about it, if you have a business that has the 2 and the 14, let's say they have a gap here and let's say they've got a gap here and they've got a gap over here. The fact is that no matter how big their problems get they still manage to bring enough cash in to take care of it because the resource capacity is there. And it isn't about skill levels. It isn't. It's about functionality. (Image on the left).

And of course, if this indeed is the Vortex then understanding that this is not an area where you want to have gaps in a business. It isn't, because it's automatically always going to be cash-strapped businesses; these are the businesses that never know if they're going to be able to meet the next payroll.

This creates all kinds of problems in small organizations, and the kinds of things that can be very tragic: A lot of talented people getting together to try to do something and there's a gap either in the 2 or the 14, boy you've got a problem. You just have a problem. This is the Vortex. This is the center of and this is the key to beginning to grasp what this thing is all about.

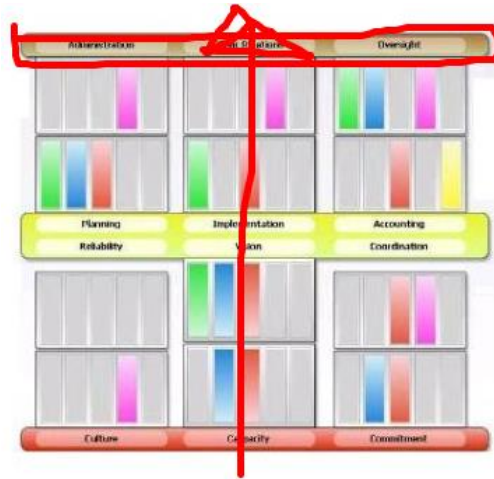




## The Vortex is the Central Thematic

So obviously what we're looking at in the Vortex is the central thematic of the Personality, if you will, of this creature. And its central thematic is that it is there to empower a direction.

This is a uni-directional creature. And it's a uni-directional creature that is going to follow a direction that leads to demonstration. These three areas here are very, very important. They're very important because literally what they represent is the ability of any organization to be able to impact the world around it.

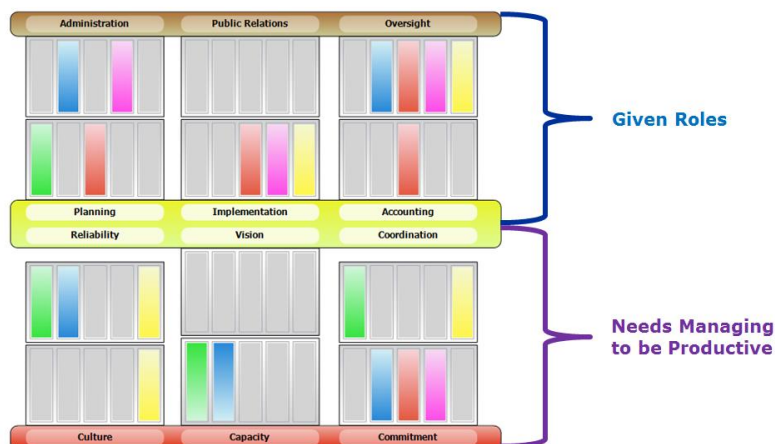


## Pentas Pay Attention to Pentas

Pentas pay attention to Pentas. And it is this demonstration that takes place at this level. The goal of every Penta is to be able to drive in the direction of being able to make an effective demonstration in the world. And whether that means through sales or the way in which the business is perceived or the way in which the business deals with its suppliers as opposed to its clients and other things; this is about the Penta driving forward to demonstrate its particular grouping.

## The Difference between Upper and Lower PentaGraph

Let's look at the mechanism. One of the things that we're going to talk about a lot over the next semester is about the difference between upper PentaGraph and lower PentaGraph. And when we're looking at the lower PentaGraph we are looking at activations that are going to require managing. And when we're looking at the upper PentaGraph what we're looking at are activations that can be given roles.

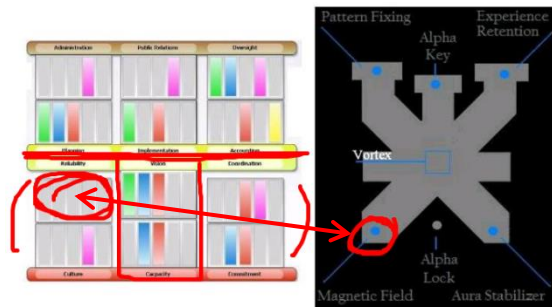




So in other words, certain people, depending on the way in which their Penta configuration operates, despite the fact that they may have strength in the lower PentaGraph, the fact is that in a Penta situation they need to be managed. And if they're not managed, they're not going to be productive. In other words, we get to see that there are fundamental variations that are there but particularly this variation between the upper PentaGraph and the lower PentaGraph.

### The 15<sup>th</sup> Gate and the Magnetic Field Attraction

We're going to begin by looking at the lower PentaGraph. And again, remember that in doing so we're not really looking at the Vortex, even though it's part of it and even though those activations will need managing. The first thing that we need to understand is the phenomena that takes place on either side here. And the first thing that we are looking at is the 15<sup>th</sup> gate, so we are looking at this area over here and you can see that this is the Magnetic Field attraction system. It feeds the Vortex. It's intended to feed the Vortex.



This is the place where the Penta has its originating source of power. So think about what that means if you're somebody that carries the 15<sup>th</sup> gate. If you're somebody that carries the 15<sup>th</sup> gate then you're somebody that carries the power to pull other people into a group situation. Think about that. The 15/5 within the BodyGraph concept is all about magnetism, it is all about establishing the flow. It's all about establishing the rhythm in the flow.

There is a different nuance to this in terms of the way in which this operates. In other words, it is tapping in. Within the 15<sup>th</sup> gate, is a quality, an ability to be able to tap into the aura of the other. How do you get everybody into the flow, into your flow if you're a 15/5? You're impacting their aura and you're impacting their aura with a certain magnetism. The 15<sup>th</sup> gate obviously becomes something that is very, very important for any kind of Penta.



leads to is a kind of incongruent office life, one that is not stable; one that is rather chaotic.

Think about it from the point of view of this illustration because this illustration has a gap. There is no magnetic field pull. There isn't. So it means that this group is going to be unstable. Now, it can lead to an organization that has a lot of turnover until they fill this gap. But mostly what it



When we're looking at this area (*Reliability/Culture*) of the PentaGraph, we're looking at the way in which the office itself, the inner life of the office, is established. That is, you can see this theme of culture that is here, the way in which the culture of the office operates. If there is no ability to be able to hold people together, then there isn't going to be this order, if you will, of the way in which the culture is going to operate. As a matter of fact, culture is going to be a problem. And the reliability of the aura is going to be a problem. Keeping people working together is going to be a problem.

So, one of the things to recognize is that the Magnetic Field is the way in which the entity establishes itself. It means that it gives very important value to that. You walk into a business and you see that there is a gap here (*Reliability*) and you **know** you've got a chaotic business. You **know** that nobody knows what anybody else is doing. You **know** that there are problems getting and keeping people together. You **know** that there people out of the office who shouldn't be, and nobody knows where they are. You just **know** that.

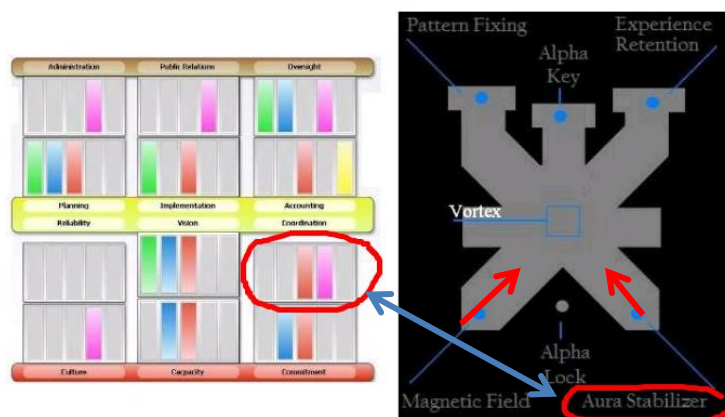
And of course, the moment you say that, that is the moment that you've made a few brownie points with the client because you can see it in an instant. So, gaps obviously are something very significant. But again, to understand the way in which the Penta operates itself, leads to the ability to be able to interpret and understand the phenomena that we're going to be looking at within the business language.

### The 46 and the Aura Stabilizer

All right, let's look over to the other side to the 46. We get to something very, very important. This is the Aura Stabilizer (*next page, blue arrow*). So, we have these two forces (*the Reliability and Co-ordination*). Again, in so many ways this illustration really shows you what they are. This is the whole routing system of this creature.

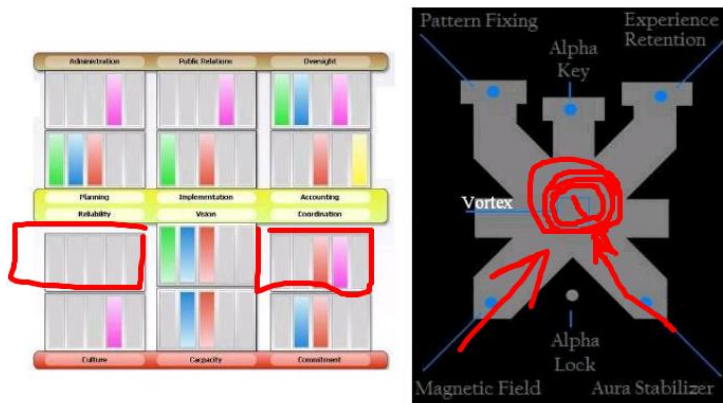
Remember, it is uni-directional so this is where in essence everything starts (*red arrows*); not here (*Capacity*). This is the **entry point** into the Vortex (*Capacity/Vision*).

Everything is in these two lines. And of course, they do things that are very fundamental and very basic. We have seen that this draws the aura together (*Reliability*) and here on the other side is where it is stabilized (*Co-ordination*).





Now, what does that mean? Think about the Vortex again and think about a spiraling frequency field. Now, the best way to try to understand this is that as the



auras, as the information is being pulled into the Vortex, the Aura Stabilizer is literally drawing these separate frequencies closer together.

In other words, it is homogenizing them. And it is homogenizing them into a group phenomenon.

I always used to wonder as a kid at the public school level where you would have

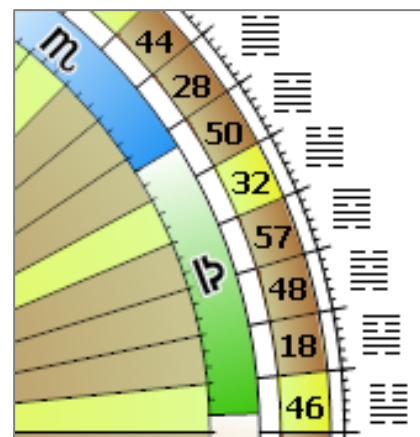
all kinds of sports, as a boy anyway; and you'd pick sides, which was something that was a constant. It was a power trip for certain people, humiliation for others, but there would be this person picked for your team - and no matter what team you belong to, and it didn't matter whether the people were ones you didn't like, or whatever - all of a sudden there's something that takes over. I think it's the most frightening thing for me about the nature of Penta; that suddenly there is what the Aura Stabilizer does: It homogenizes the frequencies.

If frequencies are homogenized, it basically erases the potential of tension within the group. So, this is a kind of tranquilizer in a way, a kind of sedative almost. Working groups are really bubbles; they're aura bubbles. And there is this homogenized frequency to them. It allows for obviously a tension-free environment and allows things to move much more smoothly.

### The 46<sup>th</sup> Gate in the BodyGraph

It's interesting to relate this to the BodyGraph, to think about the 46<sup>th</sup> gate. It is the gate of the body. In terms of the quarters, it is the opening up of seven gates that are all in the splenic system and part of the immune system. It's very much, in that sense, a gate that has an impact overall to the body system itself.

And I think what you're seeing here in the Aura Stabilizer is actually the ability to stabilize through the harmonizing, to be able to stabilize the Penta itself. In other words, because it's able to morph and does all the time, to the point of disappearing, that is, there are five people in an office, one leaves, then another leaves and that leaves three. There is still the Penta. When one of the three goes the Penta is gone. It's such an interesting thing.





To recognize that the Aura Stabilizer is constantly working, not just simply holding everyone together, because that's what the Magnetic Field does, it is about fusing everyone into that harmony. I don't know if you know that experience but it's one of those things if you're working in a group with people and you start off early in the day and you go in, perhaps you're the first person or second person, and then all of a sudden there's a moment in which the environment changes completely.

It's a moment in which it becomes a Penta environment where everybody is into a very set way in which they all deal with each other and the problems during the day and all that stuff. And this is the work that is going on through these two particular fields (*the 15 Reliability and 46 Co-ordination*).

Now, think about how important they become in terms of the uni-directionalism of this whole system. In other words, if you have gaps here you're going to have essential problems. Now, I'm going to show you all the gaps and I'm going to describe each of them as an earth-shattering problem. But I don't want that to be misleading, that you think oh my goodness a gap here is more significant than any other. There are differences. I like to stress them, but they are all significant.

### **Penta is not designed to have Gaps**

Penta is not designed to have gaps, the functionality of the Penta is based on complete activation. It's different than us. We're not based on that, but the Penta is based on that. Gaps for a Penta aren't the problem of conditioning as a gap or split is for us in our design. It isn't. It's a problem, period, to the whole functionality, because again it's uni-directional. Any aspect in that sense can affect every single other aspect and it affects it directly.

And obviously, because this is a grouping entity, when there are problems with gaps in the 15 or in the 46 you really do have a serious problem in the group. You really do. But again, it doesn't mean that any one of them is more important than the other; the fact of the matter is that you can have the 15 and not the 5 - and right away you have another problem.

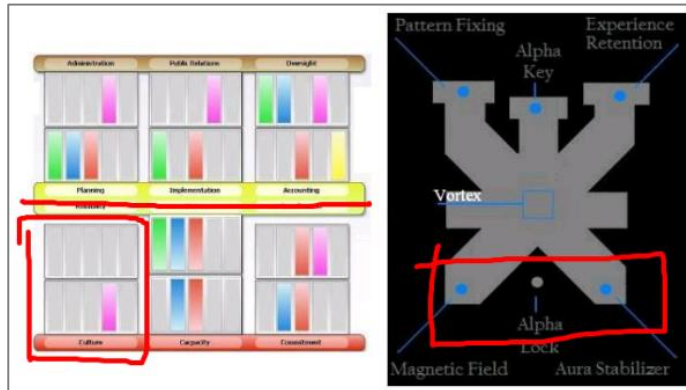
You've got a problem because that's not translating over to the Capacity. And the Capacity is not being helped which means that even though the 15 is doing its job and trying to pull everything in, it has nowhere to go. And you have no culture so you have no way of organizing the group. You have no way of bringing those frequencies together even though you may be desperately trying to harmonize it, it can't get through. And then the whole creature, the whole entity has a problem.



### Three Aspects to the Lower PentaGraph

When looking at the lower PentaGraph we have three different things to realize here. The way in which everyone is pulled into the flow of the whole business is an essential ingredient that grounds its power (*Reliability/Culture*).

Again, remember that without this here (*red square in original illustration*) you really do not have what it takes to be able to be successful as a Penta. You don't. The gaps are a deep, deep, deep malaise in the Penta, really deep.

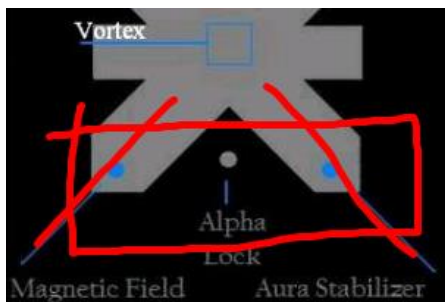


### The Need to Harmonize the Auras

On the other side (*Commitment/Coordination*), you have to be able to harmonize the auras. You have to be able to harmonize the frequency. This is one of those areas of thought, when you think about the fact that there are nearly seven billion of us and we manage, relatively speaking, aside from junta in Burma right now, we relatively speaking have a way of being able to exist, all of us, relatively peacefully in relatively peaceful competition.

And of course, peaceful competition is the key to our survival as a species. And the key to our survival as nations and cultures and races is to recognize that only when we have non-threatening competitiveness, only then are we truly going to be able to accomplish anything.

This non-threatening competitiveness is something that is there in this 46/29 configuration. And again, as we move along we'll go into deeper details. But it's something to see. To remove the rough edges of competitiveness within the office itself, to be able to even bring people, who outside of the office are deeply competitive, the moment they step into the Penta aura, because of the power of the homogenizing field of the 46/29, is the moment they harmonize in their efforts with everyone else.



This is the great power that is in these two arms or legs, if you will, or maybe we can call them tails, I don't know. But whatever, this is what gives the Penta its Penta nature. Everything else ultimately is about expression, everything.



So that when you're looking at this configuration (*to the right*) in this way you get to see what the whole goal of the Penta is: This dynamic expression (*vortex*) that has three ways in which it is going to go out and express itself.

### The Central System Receives the Most Energy

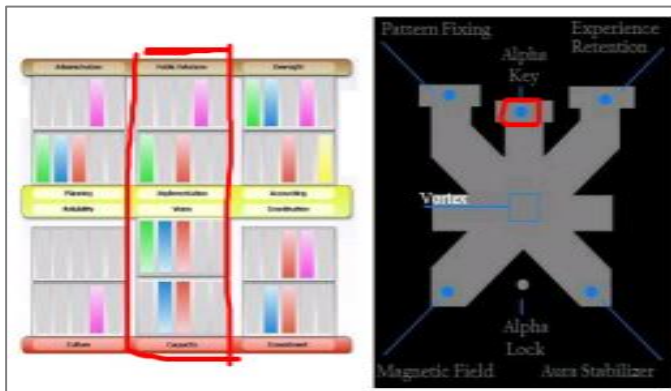
Yet, given that we are dealing with a uni-directional form, it is something to see that the central system always receives the most energy. In other words, this is always the dominant theme when it's possible. It does not mean that these two themes are not fed. They are. But it's not the dominant.



### The Flow is focused on the Alpha Key

I want you to remember that the flow of all of this information in this uni-directional being is all focused on the Alpha Key. And you'll notice there are two things.

There's an Alpha Lock and there's an Alpha Key.



Now, this whole central zone is really the spine, if you will, of the Penta. In the language of the graphing, it is the union of Capacity with Vision. And remember that the Capacity is built on Culture and Commitment. That's what it's built on. It is built on Reliability and Coordination. In other

words, I'm using the keynotes to describe the Magnetic Field system and the Auric Stabilizer system. This all brings that quality to the Capacity itself.

### Representations of the Sacral Energy

When we're looking at Culture, Capacity and Commitment, we're looking at representations of the sacral energy. Now of course, this is not a sacral center. It isn't. And it certainly isn't a reproductive, chemical, biological sacral center at all. It is the most





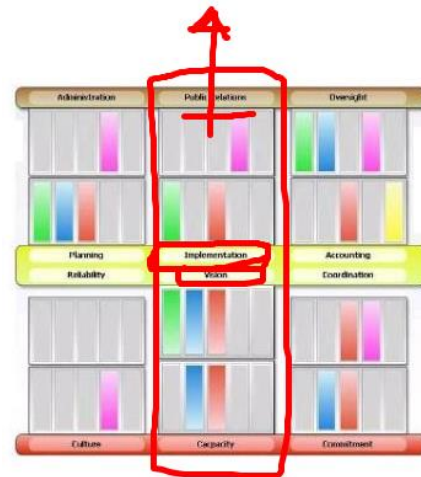
dynamic of the energy that is there in this swirling thing, if I can put it that way. It is the driving energy of this entity.

And so what we have is, to look at it another way, all five of these particular elements are all focused here (*outlined in red*). And this is truly, in that sense, the only aspect that is fundamentally sacral (*Capacity*). In other words, if there is no 14, there is no way that either side is getting through anyway, so it's not the point and it's never going to allow for whatever energy is there to move. It's only here through the Capacity that it can. The other thing is that when you take all of this (*outlined in red*) and you focus it here (*Capacity*), the main drive is going to be this central movement through to the top (*the middle arrow pointing up*).

### Capacity and Vision

Now again, going back to this configuration, so what we have out of this Capacity is the empowerment of Vision, to take the language of individuality. The Vortex is Capacity and Vision. This is the heart and soul of the Penta.

Vision is where we want to go as a business. But it's not planning in that way. It's grander than that. It is this greater Vision that can be there, the broader spectrum of possibility that arises out of any venture.



### The Penta is a Natural Sales Thing

At the same time, it's deeply mundane in being directional. This is the way we move towards our dream. This is where we go. And this is all empowered with this Capacity in order to lead to Implementation, to be able to act on the Vision and Capacity, and ultimately to be able to put this forward and to be able to demonstrate it.

Now, you can see in the language of the business Penta, this is all about Public Relations. And one of the first things to recognize is that Penta is a natural sales "thing." I never thought I'd call anything a sales thing, rather than a salesperson. This is a marketing machine. It really is.

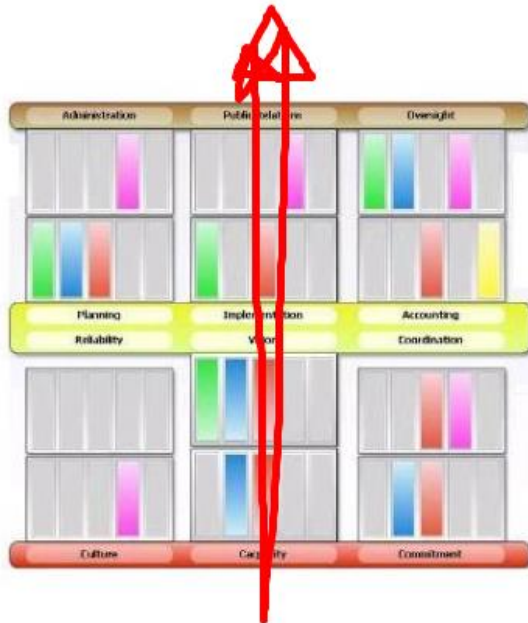
One of the things that most people really never fully understand is that if you don't invest your energy in selling your product, sooner or later, other than a miracle, you're going to go broke, because you have to sell your product. And you have to sell your product in whatever way, your product, your service, whatever it happens to be. It can be at any level that we think of as marketing.



But the most important thing to grasp about the way we translate Penta from its entity-sort-of-look to its business-look, what we're really looking at is a way to attract the attention of the public. This is the key.

### The Main Driving Theme of the Penta

The way in which a Penta attracts the interest of the public may be through the product or service, or from how they're advertised, or the way in which the word-of-mouth reputation of who they are moves, the way in which staff represent themselves to others, and so forth and so on. There are all kinds of ways in which this lives out, but this is the main driving theme of the Penta: **Capacity to Vision to Implementation to Public Relations.** You've got to let the public know.



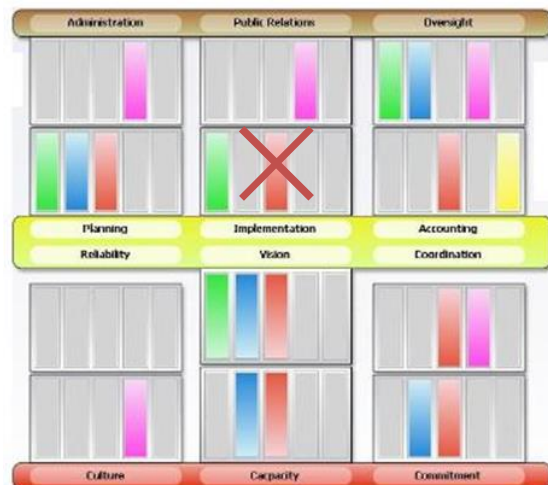
This is the key: *Public Relations is the alpha key.* It's like the 'tree in the forest' story. If nobody is there do you hear it? It's really something to understand, if you don't let them know then you're not going to be rewarded. Now again, there are all kinds of nuances in the way in which that's done, but the Penta is a transpersonal thing that impacts other transpersonal things. In other words, this isn't about individual marketing, this is in essence about the way in which you sell the

reputation of your business, your particular group, your whatever it is. It's PR. So, this is the central theme.

### Gap Examples

Think about what happens if there is a gap here (*see to the right, implementation*). Now we know there is Capacity and Vision, but there's no Implementation, no way for it to go. And it doesn't matter that Public Relations would be activated because there is no energy behind Public Relations with no Implementation.

So everybody in the office is saying we should really do some more selling. Or we should really find a way to get more new customers. And everybody bitches about





it and worries about it and doesn't quite know what to do with it. And the salesperson, if there is one, is having a terrible time because there is no energy behind it.

And that will realize in many ways. They're not being paid enough money or they don't feel like they're getting paid enough money. It will come out in all kinds of things. And where does the energy go? It goes this way (*planning/administration*) and this way (*accounting/oversight*). So, it goes into Planning and Administration. So instead of being able to deal with a slump that's happening in your business or the inability to draw enough people in as customers, there you are planning for the future that may never exist, resources are not flowing in the natural direction they're intended to flow. And of course, it's going to lead to problems.

In the same way that it can be wonderful that you can go straight through, but if you do have a gap only here (*planning*) then you don't have any plan for the future. And if you don't have any plan for the future you may end up in trouble.

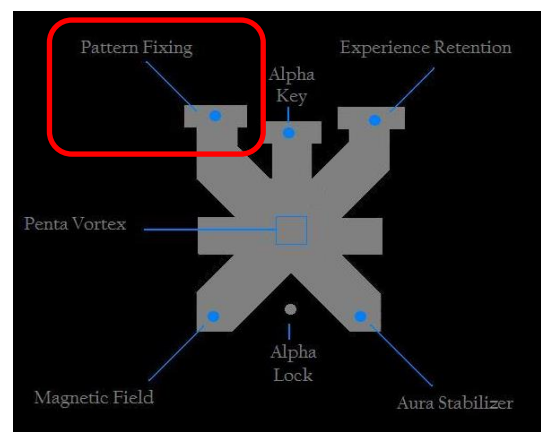
It could be some kind of a unique service that you open up a niche for and it's suddenly successful and you're riding that and then you forget that Pentas always imitate Pentas and all of a sudden there's all kinds of other businesses that are doing exactly the same thing. And you weren't prepared for that and suddenly you start losing your share of the market. And you don't have any backup. And they've already gone past you with innovations.

So you can end up in a situation where there's all this flow and yet at the same time the gap is going to create problems. If the gap is on the other side, on the Accounting side, you've got a different kind of problem. You've got all those plans for the future. You've got the sales going and the resources working, but nobody knows where the money is going. There's no real accounting. Nobody knows really how much profit is actually being made, if in fact there is a profit being made. And nobody's watching the store. And nobody's taking care. There are all kinds of things that can arise out of that.

There are so many different areas that are here in this graph that literally cover the spectrum of the aspects of the working dynamic. But you have to keep in mind flow, the movement of the energy. It will be the basis upon which you can do any kind of real analysis.

### Pattern Fixing

Okay, so we've looked at the Alpha Key. The Alpha Key is the theme of the Penta to be able to succeed on the material plane and that success is rooted in its ability to be able to attract others. To be able to attract others to whatever—the service, the product, whatever the case may be—

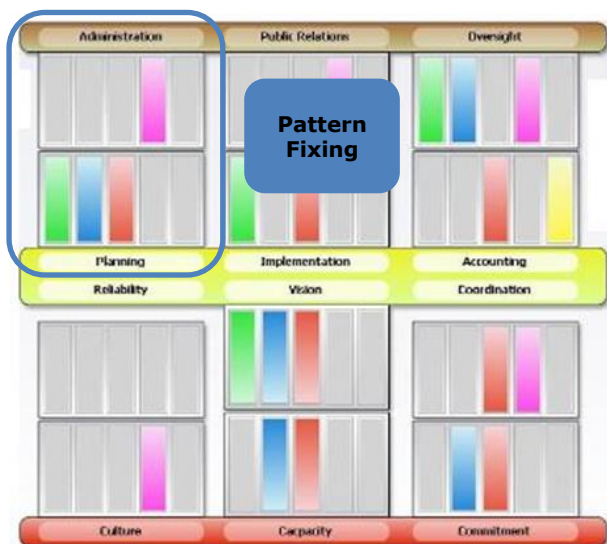




this is what the whole push is all about. But then of course we have these two other aspects (*pattern fixing and experience retention*) and you can see that they are clearly established here.

The first thing we're looking at is the Pattern Fixing. Now Pattern Fixing is something that is really fascinating. This is the way in which you establish your brand identity, and the way in which you establish the sophistication or lack of it of your organization. It's not just simply about planning itself. This is administrative as well.

And more than that, it is the part of the business that has to deal with the client and has to deal with representing the business, not in its marketing frame, but whatever the service happens to be or whatever the demands are for communicating with the client.



And the very nature of the business, in other words, if you have a problem with your product or service and you contact the business, no matter how wonderful the public relationship was to get you to be a client in the first place, if you're not serviced correctly then there are going to be problems and the problems are going to add up.

There are a lot of very small businesses that have these kinds of problems in which they end up in situations where they build their business ultimately on only expecting to have one-time clients and not building their clientele on repeat

business. The other side of this is that if you don't have gaps, then you have the ability to be able to fix the pattern, both in terms of the way in which the business is going to operate in terms of its general direction, and at the same time, the way in which the business is going to be administered, and to be able to set a reliable pattern that it distinguishes the business in terms of its relationships with its clients, as an example.

The other side of that is the whole inner control of a business (*accounting/oversight*) and the way the business looks at itself. And of course this is something that is very important. There's an enormous amount of blindness in small groups. You can have very strong harmony (*commitment/coordination*) and not really want to see the problems that are there and yet know the problems are there. There can be problems with people.

For example, if you have a gap in the Accounting it's likely that one of the employees is stealing something. And I don't necessarily mean that has to be big time, but taking advantage of the company in one way or another, those kinds of things because there is no accountability. And if there's no accountability, it's sort of like



with children, they're all fine as long as they think somebody's watching, but the moment they think nobody's watching, oh boy, temptation is there and temptation leads to all kinds of things.

### Experience Retention

Here we have the Experience Retention (*Oversight*) and this is something that is very, very important. This creates what in fact is a very honest Penta, if I can put it that way. That is, this allows a business to actually have a real history. I love business. That is, I find it intriguing and I find it rewarding. I find it very satisfying to be an entrepreneur. I think it is a very special thing to be able to do all that.

But, the first thing that I learned as a businessman is that if you don't have good records, you have no idea what the hell you're doing; none. As I've matured in my life and as my business has matured, I'm into data collection. It's so much fun. I don't mean to get carried away with the nuances of business joy, but it is. Because the moment you've got a historical perspective is the moment that you can see trends, that you can see problems arising, that you can see performances in employees, that you can see time frames, that you can see all kinds of things. And you can only do that with proper record-keeping.

Now, most small businesses, this is one of their real problems. Usually they have some kind of once-a-month bookkeeper that they might hire. They don't really pay a lot of attention to the proper storage and access, the organization of the history of the business on a day-to-day basis. This is something that carries incredible rewards. It's something I really had to learn. And it gives you such a deep insight into where your business is going and what is happening to it. And the trends, you can see them.

So, this area here is an area (*accounting/oversight*) that is something that is very, very important. Now, it also demonstrates at its own level. In other words, these are areas of demonstration (*administrative, public relations, oversight*). And when I said 'honesty' in the beginning, this is the way in which, rather than the company that says, "Oh, we can't find your records, we can't find that thing we did," all of this kind of stuff, this is something that is very, very important to the receptivity of the personality of the Penta.

### Demonstration: Three Keys to being Successful

As you'll see as we move along, these three demonstrating areas are really the basis of understanding how to be successful as a group. These are the three keys to being successful. Now obviously, they're going to be based on all of the underpinning issues that we've been looking at, but again it's something to see that if you have gaps in these areas, they're each going to represent very, very serious problems to the ability of that group to be able to function successfully.



## Gapping is the Basis of Interpretation of a Group

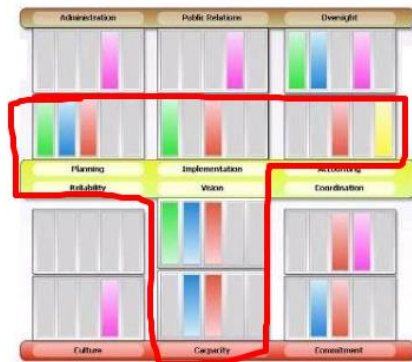
It's why you have to keep in mind the most significant thing to grasp at this stage of our work together: how significant the gap is. And to begin to understand that the gap—because they are enormously common—allows you as a consultant the opportunity to automatically, instantaneously recognize the area of dilemma or the area where there is a problem in the organization and to be able to point to it.

And again, we will talk as we go along about what can be done with such a dilemma, which leads us into engineering and leads us into the potential of being able to fill that gap and to bring functionality in that sense to the Penta. But understand that gapping is the basis of the way in which we begin our interpretation of any group. The moment we see there is a gap, we already understand where the energy loss of the business is, where everything points to, where the dilemmas happen to be.

## The Sphinx in Great Measure

I have one more illustration for you. This says: The Sphinx in Great Measure. Basically what we're looking at is the Sphinx gates plus the 14<sup>th</sup> gate being *Possession in Great Measure*. When you're looking here you see that this entity,

everything about it is being able to express the Vision, and to be able to express that Capacity for Vision in three ways. This is the whole theme. This is the dynamic of what the Penta is. It is what



the Penta is all about. And it is a perfect material mechanism. That's what's so special about it.

The functional Penta, think about the dilemma of an organization that has everything filled in but they don't have the 8. And they've got some person who was there at the very beginning, one of these creative forces that were part of the development of this concept. And they're the one who is responsible for going out there and trying to get people interested. And everybody is complaining about them because the sales are terrible. The company is rolling along because there are resources there (*capacity/vision*), which means that the people who are founding the company are probably





dumping money into it. And at the same time there is enough business going through the door that they're able to sort of just keep things going. And all the blame is being put on this (*sales*) person and it's the gap that's to blame.

Now, imagine for a moment that they hire somebody, which they wouldn't do under a normal situation because the idea of hiring somebody is you hire somebody when you're doing well and you want to expand, not when you're having problems and you don't want another mouth to feed. However, you bring in that person and that person has this particular aspect (*Public Relations*). The person who was responsible for the sales (*who has implementation*), all of a sudden they are just getting it done. All of a sudden they're hitting a winning streak. All of a sudden they're doing a fantastic job selling.

### The Functionality of the Penta

It's not about their ability to sell. It's about the functionality of the Penta. And that the functionality of the Penta is going to take everybody's contributed potential and enhance it. This is what makes the Penta such a wonderful, attractive, sucked us all in, material-gaining mechanism. And this is what it's all about. It's this drive, this movement. And of course, this movement demands not simply demonstration but growth. The only way that the Penta is going to be satisfied is when the material dynamic, the result of the whole, is a better bottom line, is bigger bonuses for everybody, is the smile on their face that they have a success and so on. It's what Penta is about.

It's not about how talented the people are. It's not about gathering idiots together, either, but it's not about how talented they are. It's not about the fact that if everybody was super, super, super, super good. If there was a gap they wouldn't look so super. They wouldn't. It's always these dream teams that people want to bring together and the chemistry is awful.

### Gaps are Devastating and Not Natural

It's quite a creature, this Penta. It really is. But you begin to understand that because it is uni-directional, gaps are devastating. And because it is uni-directional, gaps are not, not natural. They're not. In that sense, functionality of the Penta is dependent on everything being activated. And of course, what we're going to see is that every single one of these activations relative to the being that's involved, we get to see the way in which they function within this context.

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## Lecture 3

### Introduction to Penta 2

#### Setting the Basic Foundation

We're at the very beginning of our process, which is about beginning to understand the Penta itself. What we're going to work with today is setting the basic foundation of what these particular areas, what this particular construct is as an overview. And then this is going to be followed by a specific focus that's going to look into more detail into each and every one of these areas.

When I say "area" I'm basically referring to what we would call gates. That is, the 12 different areas within the PentaGraph. I want to begin to look at the business application or the business language, the keynote application, and begin to get a grasp on the surface of the way in which each of these areas, what kind of responsibility they have and the way in which they function.

#### The Lower and Upper PentaGraph

So let's begin with the first thing that's really essential. That is, that the PentaGraph literally is divided into two. This is going to be very important for us so there's going to be this constant reference between the lower and the upper PentaGraph because the way in which they operate are very different and of course the nature of their function is different.

We know that the Penta is uni-directional. There is one flow towards the expression that can be there, the demonstration, the model that can be put forward to the public, and that everything is pointed in that direction, which means that the





areas that are closest to the expression have a different value than the areas furthest away. There are many differences between these two halves that we're going to explore over time.

### **The Power Source**

When looking at the bottom construct, this is the power source if you will. It's the thing that gives the potential to any group for success, any group. This is the powerhouse of what it is to be Penta.

And this is what the Penta in essence is counting on; this is the energy resource. And you can see that because we are dealing with what is a movement towards a focal point, what we're seeing is that the potential energy, the potential sheer power to be able to drive a group forward is going to be focused on the ability to get that information through so that it can be used in the uni-directional process of the Penta.

There are always going to be gaps. Well, not always, but most of the time you're going to run into groups that have gaps. Because it's uni-directional it means that there are certain things that are just simply not available.

I want to begin with looking at the themes that are there that provide the two sides of the story. And it is very much a graph, it is a binary, the two sides of it, but it's also a triplicity. There are three areas—they're not actually columns, but they are certainly related—so there are three different points. You have the left side which is the logic or Administration side, you have the right side, which is the abstract or the historical/experiential side, and you have the middle, which is the now movement and energy flow that moves the energy through.

### **The Function of the 15**

What we're going to begin with is looking at the way in which the Penta itself is brought into existence; this is the function of the 15. And the function of the 15 is the magnetic field, without the 15 the problem is that there is no magnetic field, which means that it's very hard to keep these people together.

How stable does the aura have to be? The moment that you don't have this 15 area is the moment that you're going to have dysfunction in holding the Penta together. It's just not going to be strong enough. So, you're going end up in a situation where people are going out the door and either going out the door because you've got a lot of turnover or going out the door because they cannot be held back in, if you know what I mean.

### **Theme of Reliability**

This is the theme of Reliability. We are dealing with the inner workings of the office itself, or the inner workings of the physical environment in which the group is in. This is the physical environment. And you don't find this any other place. This is the



way in which the Penta is going to operate within the environment, this is the place in which it is concentrated.

And you can see it's concentrated through these two keynotes into something that is very basic or very straightforward. When you have the presence of the 15 you have reliability in the way in which the office life is going to work. What that means in the practical sense is that people are going to show up on time.

One of the things to recognize about the power of the Penta is that its power is not simply that this is the auric form. The power is that this is about the need for every single bio form to be able to look after their needs, their sustenance, the things that are absolutely essential for them in order for them to have any kind of decency and civility to their life.

The keynotes are the essential guide to being able to penetrate the surface of the information. You really need to digest what appear to be just simple keynotes, but really to digest them, and then in your own imagination, understand the application or the extension of what that actually means.

### **The Meaning of Reliability**

Think about this term 'Reliability.' Reliability means a lot of things. If employees are not reliable it may mean they're not reliable in many ways, they're not reliable in the quality of their work. They're not reliable in the things that they say that they're going to do. They're not reliable in their timing. They're not reliable in terms of being able to trust them. All kinds of things arise out of that.

And one of the things to recognize is the phenomenon of what Penta brings. You have this group of people and you've got a gap here so there is a lack of reliability in the way in which this group operates. And reliability is going to become the big theme. And each and every one of the people in the Penta is going to demonstrate a lack of reliability in some aspect of their work, big or small.

And yet, at the same time if you had that gap disappear, if you had somebody who was filling in that space, the same people who were not reliable with the gap there, lo and behold, miracle of miracles, they suddenly become reliable. It's not about them. It's about the Penta. Give me a Penta with a gap and I give you a sick creature because that's what it means for Penta. This is a problem. And the problem becomes an infectious disease, a virus that moves through and touches everyone, brings a lack of reliability to everyone that is in the group, everyone.

### **Penta has No Mercy**

A gap anywhere is going to be a problem. Part of the equation of being human is those gaps or splits are part of our nature; it's natural. That is not so for the Penta. When it comes to gaps, the Penta has no mercy and everyone is impacted.



## **Talent doesn't make a Group Successful**

The moment that the gap is there the Penta itself is dysfunctional. It's this functionality that is the Holy Grail for success in groups. It's not about talent. You see that in sports; every once in a while you have an organization that spends a fortune bringing together the best athletes of their time to put them together on one team and they're never really that good as a team.

It isn't about the talent. This isn't what makes a group successful. It's the Penta. It's not the individuals. It's not, despite the fact that of course it's all processed through them. But the key in all of that is simply the functionality. That's why on one hand the knowledge is so remarkable and on the other hand the despair that comes when you see the lack of functionality and how that's become normalized as we have it in our families, as we have it in our workplace. And then you get people who are accused of not being reliable, when in fact it wasn't them. Give me an activation in that 15 and oh boy they're all going to be very reliable.

## **Culture**

Culture is the other side of the coin, pattern fixing, which is the potential of the 5. This is the key to integrating all living things together. And of course, the Penta is a classic example of a form that is nothing more than the integration of other forms bringing them together into a flow; bringing them together into this dynamic.

Within the language of BG5 this is about the culture. Now, culture is something that is very, very important. That is, it is literally the way in which human beings are going to deal with each other. And it is the foundation upon which their behavioral relationships are going to be established. If you go into an environment you can tell right away the quality of that culture. And of course, the culture of a group, the culture of a corporation, is something that within business journals is deeply discussed. And here it is, this is simply an aspect that we can see very clearly.

What this does is it brings a behavioral pattern to the way in which the people in the group work with each other. It is very, very important. You can see Culture by looking at the interior of offices, looking at the way people are dressed, looking at the way they address each other, all of these things are part of the culture. And of course, if you bring together the reliability and the culture what you are establishing is a group that has a patterned way of being able to work together consistently. This creates the potential of the humming office where everything is just buzz, buzz, buzzing along.

## **A Gap in Culture**

If this were a gap, let's say for example that the 15 was present but the 5 missing, you have a problem. The magnetic attraction is there. It's working very hard at trying to pull everybody together, but nobody knows how to deal with each other and people are constantly being offended by the other person. And not necessarily offended by anything that has to be terribly, terribly obvious.



There's going to be a touchiness in the group and there's not going to be a reliable way in which they are going to work together, which means that in the tasks that they have to do there isn't going to be a proper chain of interaction, cooperation and production, and all of those things. And it is going to mean that in the office life there is going to be a certain chaotic quality, and everybody is going to be aware of it.

And of course, the moment that you have an environment in which the culture is missing then you have an environment where nobody really wants to share one culture. As an example, the boss says to a group that's working together (and they have no 5), we're going to establish a dress code. Everybody freaks out. Really, everybody freaks out. What do you mean dress code? - blah, blah, blah, blah, blah, we don't need that.

And the moment you have the 5 there and you suggest a dress code, people will think about it. Well yeah, maybe we shouldn't wear our slippers to work, or blah, blah, blah, whatever the case may be.

### **The Creation of the Future of the Business**

This course is Small Business Analysis and Engineering. And engineering is the understanding that comes from if you've got a gap it doesn't take a rocket scientist to figure out that you'd better fill it up. And the moment that you fill it, suddenly you get a culture. You get a consistent pattern.

And it means that the future of the business is being created. This stream 15/5 is about the future. Now again, they're not connected to each other, but they are both related to the logical system in the same way that 46/29 are related to the abstract system, which are related to the past. The center 14/2 is about the now.

What you see when you're looking at the lower PentaGraph, and you're beginning to look at the development of a business, this business has no future when there is a gap in the 5 or 15. And I can say that with absolute certainty. Not in this configuration, because the moment that you're going to have gapping in either of these or both of these you've got no future because the future is established here. Without the reliability of the culture of the workforce that is establishing the pattern in which they're going to interact there is no future for the business regardless of what else you may have. So, we're looking at the future. It's just interesting to see it within its context.

### **The Abstract Side/Aura Stabilization**

If we go over to the other side, to the abstract side, we're dealing with the Aura Stabilization. And we're dealing with the potential to be able to literally harmonize the aura of the Penta. And it is very, very much about harmonizing that aura.



## The 46 Area/Coordination

This is the harmonizing agent itself, and it is this 46 area that brings together the coordination in this new form. In essence, it is the thing that shapes the final quality of what the aura is going to be. Over on the left with the 15/5 you bring it together and establish it in a pattern. But over here on the right with the 46/29 you give it its ability to be able to become one, to harmonize.

## A Gap in Coordination

This area helps one transcend the personal and become a team player. This is one of those major themes that we get to hear about in groups. And it is from this that we hear about people that are being blamed for not being a team player. The team player is created here. And if you don't have it, for example, if you don't have that 46, that gap means that everybody is in it for themselves and there is no team, which makes it very difficult to coordinate things.

What happens is that the culture becomes the difficulty. They pile up on each other. And of course, the moment that you don't have the 46 is the moment that you have a group that has inherent tensions. Think about it this way. You've got two people and they've got a problem with each other and they work in the same office. And the problem arises outside of the office, the two of them walking along the street together on the way to work and ending up in a horrendous argument.

And then they step into a functional Penta. And the 46 is there. The tension is gone. That's the thing that's so interesting. It's gone because this is the force that says we are not independent anymore. We're one. And you can hate the person later, but right now we're one, we are a team. It's a very powerful thing.

So, it's something to understand about the power of the presence or not of this area. The real principle here to grasp is that the Penta is designed to be functional and any lack of functionality is going to lead to dilemmas and it's going to lead to problems because there's something wrong with the form itself and the way in which the form functions.

## Commitment

The 46 stabilizing coordinating force leads to something that is very, very important. The commitment to the team, this is where the commitment becomes energy, an energy. The building up of the frequency of all of this is pointed towards going to move upwards through the 14/2. The amount of energy that is being funneled into all of this is very powerful. And of course, what you get out of this is a reliable culture with a coordinated commitment. This is what capacity is. The reliable culture, the coordinated commitment that becomes the capacity to be able to drive forward towards the vision.



### **A Gap in Commitment**

If there's a gap in commitment, the coordination never gets integrated so it is cut off, and is unable to do its work. Regardless of the magnetic field holding the group together in the office in a pattern, simply means that nothing is really getting done.

And the interesting thing is that the Penta is very connected with movement. We see that in its basic infrastructure. That is, it is uni-directional. So it has this movement in space. It's something to grasp, that the way in which it reaches the surface and the power that it has to reach the surface that all of that is being built on what is below, and understanding that anyone who brings these aspects into this particular group they're the ones who carry the contribution that actually fires up the whole engine and gets this vortex going. And of course, the vortex is the Capacity and it is the Vision.

### **Dysfunction Draws Resources Away**

So, everything about the Penta and its uni-directionalism is that the first thing is that there is no way that it's going to be able to have the dynamic directional force it needs unless it has all the attributes available because otherwise the dysfunction is going to draw resources away. It's going to limit ability. It's going to cause problems.

You're talking to a potential client and they've given you the data of the people in the group. You see that there is a gap in the 46. And you make the comment that it's very hard to coordinate their work. And they look at you and they say how did you know that? It works like that. It just does.

The obvious of this is that you've got a lack of reliability in your workers. This is going to be the kind of person that brings you in because they're ready to fire people because they're so concerned about reliability. It seems that they have been very unlucky in the people that they have hired without understanding that it's just simply the gap that is the thing that is responsible.

### **The Two Foundations of Group Success**

Okay, so we've taken a look at the two foundations of group success: The reliable culture. The internal pattern construct of the office life, the consistency of the aura, the reliability of that consistency of the aura, that this reliable culture coupled with a coordinated commitment, a stabilized group, a stabilized group in which they are in harmonic coordination and have the commitment to the direction. This is the foundation.

### **The 14 and the 2 – The Whole Dynamic Driving Principle of the Penta**

And the moment that we have the presence of the 14 means we have the whole engine, we have the whole dynamic driving principle of the Penta. The 14<sup>th</sup> Gate, by



its nature, is astonishing in its practical placement where it is within the context of the BodyGraph. I know through my mystical work the significance of this gate. Even its name, this Possession in Great Measure, is in of itself so special.

If you look at the original I'Ching and you look at this particular hexagram, it is a beautiful poetic expression, given its time after all. It's about 5000 years old. A beautiful expression of the material plane and life on the material plane, the story of the wagon, whether one could fill it up or not. The 14 is an instrument of the vortex of the power, the very power of the Penta. And without it is there are always going to be problems. It is one of the things that the trained consultant sees first. That is, is there a 14<sup>th</sup> gate? If there is a 14<sup>th</sup> gate there is a resource capacity, because this is what it translates into. It translates into a highly stable committed resource grouping. And all they need now is some place to put all this stuff. And of course, this is what you get here in terms of the 2<sup>nd</sup> gate. And here truly it is in the G Center.

If you take away these affiliations in the G, and again they really belong here, what you're looking at of course is that you're looking at the Sphinx. You're looking at the bedrock of what it is to be Penta. This is a directional creature. And that you can see that this is the handle of the Trident, if you will. That is, the 14, all of that power and all of that power being focused and funneled through vision.

### **Cannot Compare Penta to a Human**

Again, you cannot compare this to a human. That is, everything that is here has to go through this funnel. It has to go through this gatekeeper that stands there at the entry to the G Center (the 2). It's this gate that opens up all the possibilities for the movement of the resources into their appropriate distribution. And all of it is rooted in Vision; where do we go with this. And obviously, a gap in these areas is going to be a major dilemma.

### **The Material Way**

Some things to understand about the material way, because the material way is a beautiful thing, after all, it's what we all must deal with. We're designed to operate on the material plane in a number of ways. What makes this program of study so unusual is that it is rooted in comparative analysis. That is, are we better off making it alone? Are we better off making it with a partner? Are we better off in a small group? Are we better off in a large organization?

I don't want you to see the Penta as the only place where there is true material potential and that this is the place where somebody must find themselves in order to be able to realize their material potential. It isn't true at all. Somebody like me, as an example, I am somebody that loves the business world. I've always enjoyed it. I think it's fascinating. And to be able to do so with my awareness is something that is really a pleasure.



I'm somebody that has the 2<sup>nd</sup> gate but I don't have the 14. I am a very, very weak Penta person to begin with. Without the 14, any time I step into a Penta, if there's no 14 in the Penta, it's just a waste of my resources, it is a waste of my energy. I'm going to end up having to work four times as hard for a return. I operate what is truly a virtual business, new age in the sense of the technology, a truly virtual business in which no employees physically work together. Nobody is in anybody's aura in this business. Everybody is networked. It is just another way to conduct business.

It's important not to get lost in thinking that Penta is the only way. But it is going to be the way for so many. And it's going to be that way because in fact the vast majority of small businesses are families. If the small business has any kind of potential, families will have to begin to bring in outsiders to be able to run or fulfill the staff needs, and out of that grows a business.

We do live in a time now where intellectual property is something that has really expanded, we have a great many info technology businesses, and all kinds of things that emerge that really require nothing more than successful small groups. And of course, they open up all kinds of potential. So, it's just one of those things I want to remind you of, is to keep all of this in perspective.

### **A Gap in the 14**

If we have a group without the 14, the reliable culture can be there and the coordinated commitment can be there but if there's no capacity to move it forward it has nowhere to go. It's just going to stagnate because there are no resources. If you have the 14 and the 2 up the middle, and you had nothing else on either side, you would still have a company for all of its problems, or a group for all of its problems, that still manages to bring in enough resources to actually keep the thing going - despite the fact that it would be painful as hell. This helps us understand the significance that is particularly here in the central column. Any gap is a problem.

Because capacity is something they don't have, it always becomes what they're looking for. They're always looking for resources. They're always looking for ways in order to bring money in to keep things going. And in fact, they can be quite creative in that way.

But it puts an enormous pressure on them. And the pressure is always there and never lets go, so they never get the pleasure of being able to see the true growth of the business, being able to be assured that they're going to be able to meet the next payroll without having to be concerned about it, and so forth and so on. So there are many, many factors rolled up into that.

### **The Vision**

On the other side you have the Vision. And of course, this is directional. This is the key to the direction. This is the first element that moves away from the domain of



the sacral and the dominance of the sacral because in fact all five of those lower fields are all sacral related. Remember that the 15 and the 46, not being connected to the G, are directly connected to what are generative processes or the way in which the generative field operates here. All five of those are very different from the 2. The 2 is the bridge.

And of course, in many ways it's much easier to see the 2/14 for what it really is, which is this vortex. It gives you a better vision of it. But it's something to see how different this is because this opens up the doorway to all the possibilities of what needs to be done on this solid foundation, because this is the solid foundation. But it's something else as well.

### Lower PentaGraph needs to be Managed

I began by talking about the difference between the upper and the lower PentaGraph. One of the things to be clear about, the lower PentaGraph, including the vision, ultimately needs to be managed. It's very different from the upper PentaGraph because the upper PentaGraph are beings that are given roles.

We will get into the details soon. The Penta needs to present itself to the outside world and it needs to establish these three roles, and display models of those roles, in order to be successful as a group. This is what establishes the foundation.

But ultimately the roles are what express the potential of the Penta and the potential of the rewards that the Penta is going to receive. So, two very different areas and very different roles are involved. In other words, how you were seen on the outside is different than the way in which you operate on the inside because there are different things to do and different responsibilities that are involved.

So, when we go from the 2 we open up the movement through the Sphinx. Now remember, what I illustrated to you in the very beginning of our process is that this is a uni-directional flow. And because it's a uni-directional flow it is funneled through the center of the graph. The power that is driving this capacity and vision is about 70% of the energy resource and vision potential that is all going up the vortex, and about 15% of the energy is on one side and 15% on the other. Now, don't take this as gospel—I'm giving you approximations.

### The Energy Focus

And one of the things that you're going to notice of course is that you can end up with real problems. Let's look carefully. The Vision is intended to lead to Implementation and the Implementation to Public Relations. In other words, to be able to implement the vision and bring it out into the world; this is where all the energy is focused. The capacity to create a vision to find a way to implement it and to bring it out to the world and get the world to notice. This is the way it works. It doesn't matter what kind of business it is. This is the theme.



The central area is going to get the most of everything, because after all, this is what makes money. This is what brings the resources in. What brings the resources in is the implementation of the vision to the public. Now, you can call it whatever you want to call it, consulting, marketing, selling. You can put any kind of face you want on it, but the core of the success of any group is to have the capacity to implement its vision and bring it out into the world and put it on display.

### **A Gap in Implementation**

But let's say there's a gap in Implementation which means that you've got Public Relations that says, "Yeah we're expecting a new product line to emerge and well I don't know, in four or five months and if you hold on I'll send you the specs." If you can't implement the vision it doesn't matter how good your marketing is. It doesn't. And what happens is that because there is a gap here, instead of the middle 14/2 ultimately getting that 70%, 50% is going over there and 50% over there; the energy spills out all over the place. It costs money to focus attention in those gaps, and money is wasted.

First of all, the group itself has to be administered. Administration is on the logical side. And you can see that the foundation of the logical process is the planning. And of course, a business without a vision that leads to a plan for the future is not going to be able to succeed for long.

### **Successful Pentas are going to be Copied**

Remember something about Pentas. If you have a successful Penta, it is going to be copied. You open up that little boutique whatever it is, that thing that you do, whatever that thing is. And it's the new thing on the block. And it's a success. The moment that it is seen, because the way Pentas operate is that they are always taking the cue from other Pentas and they immediately do something exactly the same.

We all know this. We see this everywhere. We see this repetition on and on and on. By the way, the individuals are blamed as if they're somehow stealing something. It is a natural Penta phenomenon. If that worked for that Penta, it will work for me. And of course, out of that develops industry, all kinds of things. It's just interesting to see how it works.

But of course, the fact is that if it is you who started it, if you didn't have a plan of where you wanted to go in the future then you're going to get to a point where you're going to get stuck. The other thing is that if we go back to my point about the gapping, you'll see right away that the vision ends up going 50% into planning and 50% into accounting and there is no implementation. You end up with all these big plans about what we might be able to do in the future and investing in the development of trainings for everybody and getting them better, ready for the thing that might come someday.



And by the way, because there's the 2/14 there are resources, maybe a good healthy bank loan, maybe that one client that manages to hold everything together while you have that promise of the future. But there is no implementation. And slowly but surely the money will be wasted because public relations has a gap. Gapping is a killer.

### A Gap in Public Relations

Think about having a gap in the Public Relations. This is your key. There are many small businesses that don't have the 8 and they say, no, no, no, we don't have to advertise, it's all word-of-mouth. But word-of-mouth comes via the demonstration through the 8. You don't get it any other way. There are so many small groups, businesses that have started off basically with one client. It usually comes from somebody working in a certain area where they see a potential and advantage and they go out on their own and they set themselves up and they hook into that client. But if you don't have the 8 you're lost because there is no way that you can really get the word out in terms of what it is that you really do and how valuable that can be to the other.

Again, this is the whole thing about understanding simplicity. I love simplicity. You see a gap, you've got a problem. It's just simplicity. But it also says that we can understand what the problem is and that we can provide a practical way in which the problem can be dealt with. This is the advantage. For me, the work in Penta, BG5, this training program, I think that it has the potential to bring such well-being into so many people's lives, material well-being. And I'm not talking about wealth per se. I'm not.

### A Functional Penta

The thing about a functional Penta is that with everything present (all gates), there is a great deal of comfort and reward in the business. You have human beings enjoying what they do. What a thing it is to have good work in life. I recognize the deep privilege. I look out in the world at the turmoil of the material plane and the drudgery that human beings go through for the most outrageously minimal wages. It is a horror to see that the material plane is so devastated and is so full of suffering.

It is something to understand in the work that we do, that what we can offer any group is the healing that comes with feeling good in the material demand that life places on you. You must work. We all know that. You must take care of your daily bread and your responsibilities and whatever. And this is a way of healing the material body of the planet. It's different than trying to heal its spirit. But it is this material body, without that being healed, we will have a planet always full of pain and suffering and anger and terrorism and all of the things that come out of the poverty and struggle. And it goes back to something so simple. It goes back to a basic mechanic. And it's about my favorite joke, you can't be half pregnant, this is



one of those situations where yes indeed you cannot be half pregnant. You're either functional or not.

You will get to see through your own experience, that as you begin to look at Pentas you begin to be confronted over and over and over again with dysfunction. And that you will see the bizarre of that, the way companies build a business on their dysfunction. You can have a group that has this gap and they end up being in the business of helping people find reliable workers. That's the absurdity that it can go to, because it's real dysfunction.

### **Everything about Penta is Functionality**

Everything about Penta is functionality and any gap gets in the way. That's what's so finicky about this creature. There is no give and take. It's not like it's got awareness. It has no awareness centers. There is no give or take. This is the way that it has to be, and if it's not this way you'll see, there's going to be suffering. It's as if it punishes the group—well, it does in that sense, but I don't mean to impugn that on the Penta itself. I don't think—well, I hope not anyway—that there's any part of it that would have such a perspective.

But you need to grasp this about how easy it is to see a problem in a business. How easy it is to see a problem in a group. It's just so easy to see. I don't mean that it's easy to explain it, express it. We will go through a lot of detail so there are a lot of things to talk about, but again, the magic of what we see on the surface. You do not have to be a rocket scientist to deduce what it means if reliability is a problem in a business, the foundation of the business. Then there's a problem.

And it means that that capacity is unreliable and that the vision will be unreliable and that the implementation and so forth and so on. And you know right away what you can talk about, because it's there to be seen and you can fix it. That's another story. Fixing it has its own, obvious, rules, engineering, all of those things.

So, we have a main flow through the center. But we have the off flows. And of course, these are areas that need to be financed. And again, that's another thing to grasp. In other words, all of this buildup of energy here, yes the main thrust is that you've got to take that vision out into the world. But at the same time you have to be able to provide for and finance the infrastructure to pay your salaries, to be able to administrate, to be able to invest in planning for the future, to be able to invest in research and development, all those kinds of things.

### **A Business needs a History**

A business needs to invest in one of the most important things, a history. The abstract is about the past. A business without a history is a business that is lost. The Penta is about continuity and movement. It's not just about where it's going. It's always measuring where it's going and where it's been. This is the house that your mother and I started out in all these years ago, blah, blah, blah.



It is the continuity. This was our first office. This is the first dollar we ever made. Ever wonder about that tradition? You see that just about anywhere in the world. Somebody opens up some little business, some little shop, some restaurant, some something and the first sale they take a bill and they bang it up on the wall and eventually if the business survives long enough, it gets into a frame and it stays there for as long as the business is there. It's the continuity. It's the history of it.

History is something that is deeply, deeply significant because the success of the future of the business is based on being able to analyze its past. Everything about maintaining the business is this headlong rush in the now through the center. Where the left side is concerned about planning and administering for the future and being able to maintain the functionality in the now, that the oversight, that the accounting, that this is really the only way that you can understand your growth and your development. It is the only way in which you can truly judge your employees, that you can measure performance, that you can measure the viability of products, product lines, directions, whatever the case may be, and that you can have security within the business so that you're not being ripped off.

And as you'll see, you can have open gap configurations where employees are literally taking something from the business for nothing, whether it's a pencil, a telephone call, staying online and surfing the internet for themselves, etc. There are gaps that open up these windows to all of these dilemmas that take away from profitability.

### **A Role for Dealing with Public Situations**

It also means that because these are roles and because they are models that are demonstrated, it means that both the logic and abstract sides are going to have a specific role for dealing with public situations. For example, through the administration the role of dealing with the public and dealing with the public's needs, complaints, problems, whatever the case may be.

The role on the abstract side would be more like the role of dealing with suppliers and being able to maintain the negotiations with them and the proper functionality of the movement of supplies and all of those things. There are many, many levels of this that we're going to begin to explore as we go through step-by-step and look at each of these areas under a microscope.

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## Lecture 4

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### The Six Pillars of Group Success

#### Attributes as Tools

The six pillars of group success is what our subject is for the day. It's not enough that you learn how the business application of Penta works. It isn't. It is one of those things about anyone who enters into any kind of potential entrepreneurial occupation. And this is an entrepreneurial occupation that you need to have certain attributes as tools.

One of them is your ability to translate what you see and to be able to use that information effectively, to be able to communicate it. You need to have a grasp of the other. There is something very important to realize about being a consultant, and particularly about being a BG5 consultant. Within our own perspective, there is a tendency to place enormous pressure on ourselves because we are representing what is inherently new and revolutionary knowledge. And we forget in our rush to be able to provide somebody else with an insight into this revolutionary knowledge that whether or not they're interested in it is secondary to their dilemma. And their dilemma is that they have a problem and they don't know how to fix it.

#### Interest in What a Client Does

Your relationship with a client must begin with your interest in what it is that they do. It is something that's very important. That is, you need to demonstrate an interest in what they do. And more than that, you need to engage that Alpha, if it's an Alpha, a manager, or a small business owner, or whatever the criteria is, you need to engage that Alpha in responding to your enthusiasm in the sense that you want them to tell you certain things.

You want them to tell you about their business. You want them to tell you about where they think their business is going. You want to have a taste of their vision. You want to have a sense of what it's all about. You need to have a sense of what people do. It's not enough just to see it in the configuration. You need to have an understanding of your client and you need to have an understanding of that environment.

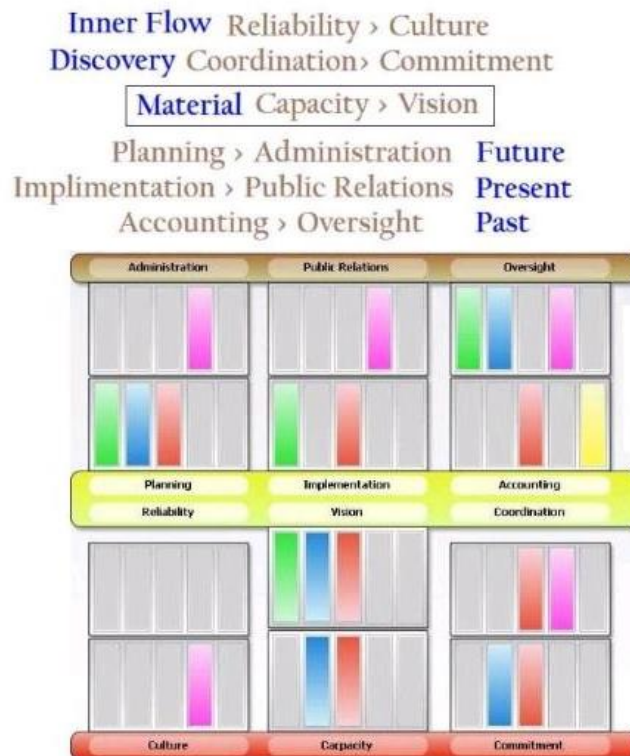
You do have a tremendous advantage in that because we're dealing with knowledge that is there to express the mechanics of the Maia, that in understanding mechanics it works two ways. That is, it provides us with a way of looking for the dilemmas and



the problems inherent in a business. But at the same time, it gives us a unique understanding from our perspective of what the essence of a business is all about.

### Lower PentaGraph Pillars

And of course, this is where the pillars come in and you can see the pillared keynotes. They're keynoted in the blue. And of course, these are themes that are related to the six different channels zones, if I can refer to them that way, that exist there in the PentaGraph.



And again, whenever you're looking at the PentaGraph, always remember that to begin with, you need to see this lower aspect and you need to see the power inherent in that. This is something that is a key. So, when we're looking at the lower half of the PentaGraph, we're always looking at the pillars that, in essence, sustain the whole construct. They sustain it all.

### The Inner Flow Pillar

So, we begin with the Inner Flow. Now remember this is about success. Every functional Penta will be a success. How big, that's another story, because that is in itself an intangible and has to do with the inherent talent in all of the individuals on



top of the functionality, these kinds of things. But the fact is that it will be a success, a success in that it can maintain itself. It will grow. It will have a future.

So the first thing to recognize is that when we're looking at any of these pillars, that in essence, you can't take away any of them. Again, you're going to find it deeply redundant because I'm going to repeat it over and over again. A gap is a dilemma. It is the problem. And you cannot have success as long as there is going to be that gap. So obviously, wherever we go, gapping is something that we're going to have to deal with. It's going to be a key in the knowledge.

All right, but let's begin with these pillars and let's look at them. The inner flow, this inner flow that brings with it the reliable culture, brings with it the stability of the inner workings of the business. It's so important; and how important it is to maintain it. From the business point of view, businesses cannot afford to be dysfunctional. That lack of reliability, that lack of reliability in maintaining the aura is always going to be a dilemma. But again, that's not really my point today. My point is to look at these pillars.

### Generative Zones

These significant areas are generative zones, densities of frequency potential. And it means that the very inner flow of the office, of the inner life of the business, that this very inner flow produces energy. It produces energy that is, in essence, going to add to what is the inherent capacity that is there in the 14. In other words, this is the building of an energy potential, this flow.

And you see, when everyone is in the flow you have an incredible release of energy. Think about people that row in boats, ten people in the boat all rowing. It can be incredible chaos. And one person out of step buggers everything up. But once the inner flow is established, even though they're not pulling any harder than they were when there was chaos, the moment you have that inner flow you have this incredible, incredible release of energy; the flow.

And of course, this is very, very powerful energy necessary for the success of a business because in that flow, efficiency grows. And in here we get to see that there is a pattern for everything, no surprises, no confusion. So, the inner flow not only brings the reliable integration of a group, but it creates an energy.

### The Discovery Pillar

Discovery; discovery, the Big D, why is there discovery? There's something magic that happens in Penta and the magic is here because it is really fascinating just to think about it. The function of this is to homogenize the group auras. This pulls it in. This homogenizes it. And the moment you homogenize those auras is when, in essence, the Penta becomes a single entity. This is when the Penta takes on its life. And this is when discovery really becomes possible.



In other words, this is where you can find all kinds of innovation, all kinds of innovation, and all of this through this coordination and commitment. And of course the discovery brings energy. It brings its force. This is the fascinating thing about Penta, when you come in through the 15, you're still you. And when you're locked in by the 46, the 'you' is gone. It's gone. Now remember, one of the things to keep in mind mystically is the fact that these are not G gates. They're not; not in the Penta.

So they have no natural inclination to identity at all. They don't. So even being pulled in by the 15 means they are still giving up their aura. Oh boy, they are. But it is the homogenization of the aura that is the balancing point in all of this, and in this momentum established by the inner flow in the patterns comes the experiential discovery, and the discovery that emerges out of the Penta dynamic itself.

Discovery is something that's very important. Everything about the right side has a tinge of the spy, the investigator, looking into things because there is, in any way in which a business operates, all kinds of things that emerge. And because the discovery is rooted on the right side which is related to the past, as we'll see, that there are enormous advantages that arise out of consistently going through things in order to discover for example anomalies or things that don't work or things that could be very successful or whatever the case may be. All of this adds to the capacity of this particular Penta.

### **The Material Pillar**

That leads us to the vortex itself, the 2/14. We come to the material pillar. You cannot start a business without money. You cannot run a business without money. It's just the facts. And it means that the material needs to be there because if the material isn't there, there is always an enormous struggle.

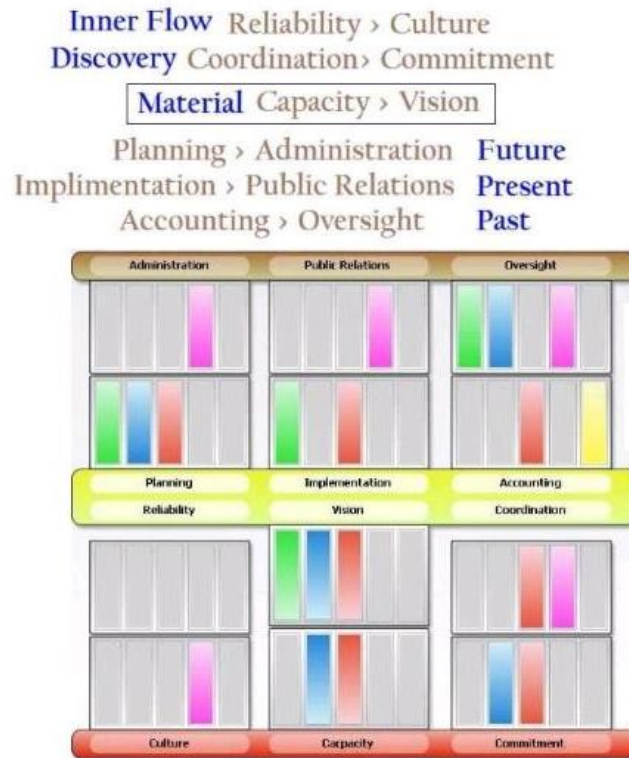
And you can see these three fundamental pillars of success. You cannot have a successful group unless they know what to do. You cannot have a successful group unless they are in that inner world and that there is a pattern to that inner world, a pattern to how they work with the other, a way in which everyone treats each other, all of those things. In order to really have success you need to have group commitment. It means the group itself has to be properly coordinated which is the responsibility of the guide or the Alpha.

And then you need resources. You need material. It doesn't matter what the vision is going to be. You can have the best damn vision but if you don't have capacity, if you don't have the resources, if you don't have the material, most businesses fail because they are underfinanced. They just do. Most small businesses fail because they're underfinanced because they can't do the one thing that Penta demands. It demands public presentation. It demands marketing. It demands salesmanship. It demands going out the door and showing off. It demands all of that.

And for most small businesses they simply don't have the resources to be able to invest in that. They don't. They just hope that the wonder of what they're doing is



going to be recognized by word-of-mouth. But again, it has to be seen that the material needs to be there.



Now, clearly, in this example, when you're dealing with a dynamic in which you have very, very strong representation in terms of the core pillar, then you know one thing about this group, they're not going to lack for resources. Their problem is going to be that they're never really a group. They're never really a group because they're never together long enough to really form that group dimension.

### Heart of the Penta

Again, the lack of the 15, any gap is going to distort the movie. However, that isn't going to cause them to go bankrupt or go out of business. It's going to lead to turnover. It's going to lead to other kinds of problems that emerge because of that. It's going to lead to frictions in relationships and all kinds of things that can emerge. And it is in its own way, because it is the vortex, because it is the real core of the creature that Penta is, that it's essential to understand that this is the heart of the Penta. It's got a heart of gold, folks.

This is the heart of the Penta. The heart of the Penta is money, within the context of how we understand and the way in which energy is concretized in our lives. It's all



material; deeply, deeply material. The very center of this being is the capacity to be able to fulfill the possibility of the vision, the dream.

It's something else about where I began today when you're meeting the other, when you're introducing yourself to the other, is about putting the attention on them, on their business, what is their dream, what is their vision, what do they see. This is one of those things in which the ability to see that and then you see they're all depressed because there's vision but there may be a gap in implementation and nothing seems to be happening except planning.

And a lot of bills mounting up and the money just keeps on going out, but there's not enough money that's coming in. And you ask them about that vision problem and there you have that Alpha saying, "Oh, yeah, I wish, I know it's such a good product, I just don't know how to"—well, yes, we know that. It's an obvious problem of your business. And it's not that the vision is incorrect. It's just there is no potential for the implementation.

So this is the core. It's always, always, always going to be the core. Whenever you look at a Penta, this is the very center of it because this is what Penta is all about. And it means that the business has to understand that. For example, a business that has four people and one of them is wrong and they want to grow as a business. Well, they're going to need the income to be able to expand quickly. They're going to need the income to be able to bring in new employees before necessarily they're economically viable.

It's one of the things that's so clear to me about the Penta, this cliché that you invest in people, you're investing in the success of your business. And it's one of the things to really recognize about Penta is that when you invest in bringing somebody into your Penta that's going to bring functionality, that's the best investment you're ever going to make, because it's an investment that brings a consistency and flow to your business for the very first time.

The potential value of somebody bringing in a 15 in this example is enormous, because there is tremendous potential in this particular Penta if they can only hold together as a group so that they're together long enough to be harmonized so all of this becomes the capacity, that the inner flow is established, that you've got all this movement, then you've got tremendous potential that's here.

### Three Basic Pillars for Success

So, we have these three basic pillars for success. The key to success lies here, because if you don't have this, you have enormous problems. And if you have the capacity and you don't have the vision, it's not like you're better off. It isn't, because there is no place for anything to go. It's all locked in here. And there is no out and it becomes an enormous dilemma. And the money goes down the vision drain.



I think most human beings who are entrepreneurial are locked into the now. I know from my own experience as an entrepreneur that the building of a business like the development of Human Design over the years I never thought about the future. And as my accountant would tell you I really, really had no sense of the past whatsoever. Like most entrepreneurs I was holding on to the now because without it everything would fall apart, because after all, again, to understand it is this central theme that drives everything. This is the whole story. This is where the material is really made. It is made through the implement of the vision brought out into the world.

When you're entrepreneurial you're very, very stuck in this present. And again, it is one of the dilemmas that arise in so many businesses, particularly when they're gapped. That is, all the potential gapping that's there on either side. The fact is that they are stuck in the now and the pressures of the now, borrow from Peter to pay Paul and all of that stuff, put off for tomorrow what you'll never be able to deal with when you have to deal with it tomorrow; deal with it today.

So, this is one of the things about understanding the way in which a business is operating. When you're going to meet somebody that is going to open up the door for you, it's usually going to—either it comes through the fact that they have had their Human Design by you or the fact that they find out you do business analysis and you happen to do an Alpha One reading for me. Again, focused on them but quite different from, as you'll learn, a Human Design reading.

It means that if they engage you and they access the birth data of the people that are operating for them in their group, when you walk in the door with that Penta you have a real understanding of their business. That is, you already know whether the pillars are there and where there is that inherent weakness.

## **The Future Pillar**

I think pillar is really a good word because I think if you take away any one of them the temple falls down. It really is something to see. And of course, one of the things is about language. For example, let's say that you go into the business and they don't have the planning, this whole future business. You go in and you sit down with that person and you ask them, "Well, what about the future. What's your R & D right now, your Research and Development? What are you moving towards? What are you looking towards?"

And of course, you get this sort of blank look on the person's face because you know they're not going to be into any of that. You already know that when you ask the question. You know it. You know it because there's a gap there and you know they're not really spending any money in research and development. There is only a trickle that ends up being available just to basically get the administrative part of the business done.

But I mean there is no flow into that, so there is no interest in that. "Well, I haven't had a chance to think about a future because we're really just—you know." And of course, this is one of the real dilemmas. It's particularly one of the dilemmas in this



age. In this age, to be copied is instantaneous. It's instantaneous. So you've got a concept and in the internet age if it has any kind of success or interest somebody is going to copy you. Somebody is going to come up with a similar approach or a similar kind of product, or whatever.

And you have a number of ways you can go. You can sit on what you started with and try to make sure that you do the best possible job and provide the best possible product or service. Or you realize that you were a step ahead in the first place, you'd better keep on staying a step ahead if you want to be able to maintain your lead and develop your reputation. Otherwise, you don't have a future, because eventually that idea that you had for this certain kind of little restaurant or boutique shop or whatever suddenly there are three of them in the neighborhood. And they're innovating and you're not.

So the future means everything for a group, regardless of what you're involved in. It doesn't matter what it is. It doesn't matter if it's a corner store and it's just a Ma and Pa with their kid and they've just hired their first real employee, they do have to think about the future. They do, because if they don't think about the future then they don't have one. They just have this moment-by-moment dealing with the pressures of what it is to keep a business going in the world.

### Verbal and Physical Expression

So, one of the things that we're seeing here is that though these are the pillars that establish the potential of a business, these are perspectives that ultimately become the way in which the business expresses its potential for success because it all has to be expressed here. That is why we are looking at the Throat area as such. We're looking at verbal and physical expression.

### The Present Pillar

So, let's begin first of all with the power of the center in all of this. This is the present. Imagine you have somebody who is responsible for the left side and somebody is responsible for the right side. Somebody is responsible for planning, somebody for accounting, somebody for implementation and they're sitting in the office with their manager.

And implementation says, "Look, I've got to have the resources because we've got clients that right now are waiting and I've got to get this out to them and we need to put money into that ad. We have to do this otherwise we're just going to lose sales." And it doesn't matter what planning says and what accounting says, implementation is going to get it. It's something to really recognize inherently about the way in which Penta operates. The Penta tendency is that the majority of the energy, the vast majority of the energy by law, Penta law, that that energy has to go towards implementation and public relations, demonstrating the model to the outside world; sell it, sell it, sell it, sell it, sell it.



For many people sales and salesmanship and the selling of things has a bad smell to it. The hustler, the trickster, the shyster, the "this," the "that," all of the curse words that has arisen forever about all the things that take place on the material plane. But the fact of the matter is if you don't sell it nobody is going to buy it. No matter how you try to deconstruct that you're sort of doing soft selling or you're waiting for word-of-mouth. Word-of-mouth is just a way of saying you're waiting for somebody else to sell it for you. Everything has to be sold; everything has to be sold.

And this is one of the things to recognize about any business, particularly in the age we're in now where you have so many people, because of the value of individual, intellectual property, you have so many people entering into very, very limited groupings in order to be able to create a material destiny for themselves. And most of their excitement is in what they have, their concept, their product, and their service, whatever.

But they're not necessarily capable of or ready to or know how or want to be able to market themselves. The thing about Penta is to understand that Penta is a showoff. It's a natural showoff. It's a natural, "look at me, look at me, look at me." This is Penta. And you have to be able to do that job and it doesn't matter what it is. This is where the dilemma is in small businesses, about how to get more business. And so often you see that there is going to be this gapping that is going to run down the core and there is going to be all these fears about the expenditure necessary to be able to bring in the business.

You've got to spend money to make money. It's one of those classic clichés. You do. If you don't spend money, you don't make money and this is the law of Penta. And one of the things to understand about Penta is that Penta loves to shop. Families; think about families. It's one of the ways Penta best displays itself is the expenditure of capital. It has this demand. And of course, all the clichés, what goes around comes around. You spend it, you get it. You spend it, you get it. It's my business philosophy. It always has been. Spend the money and it will make money for you. And if you don't spend the money your business just stagnates.

So, you can understand that because this is the Penta dynamic and the Penta needs to demonstrate itself to the outside world, that it needs all of this capacity energy to be able to do so. And it needs to be able to do so because standing behind it is a reliable culture and commitment, a coordinated effort to develop and maintain the capacity to backup that public relations.

It's all in the presentation. But this (Present) takes all the focus away. It's good in the moment. Businesses that can move this way, it's really good in the now because it does bring in business. But then, this (Future), and without this (Past), it may all fall apart. If you have a service, if you have a product and you sell it to somebody and there is a problem, well, it's got to be dealt with. They have to be dealt with. That the problem that is dealt with may lead to an implementation of a plan to change something for the future in order to alter that or eliminate the problem, whatever the case may be.



## **Businesses Fall Apart because the Pillars Aren't There**

There are all kinds of things that are involved in all of this. There are statistics; it is astonishing how many businesses fail in the first 18 months. The numbers are astonishing. They just fall apart. And they fall apart because the pillars aren't there.

It's not because they don't have the gift or the talent or the care or the determination or whatever it may be. They do, they do, they do. But that doesn't matter. The mechanics is what matters. It's the mechanics that make things possible or not. So of course, we have a dilemma. We have a fundamental dilemma in which the natural accentuation is always, always moving in this direction.

## **The Past Pillar**

In order for a business to be successful, it has to have a past. I really mean that in many ways. You know the pride that a business takes—"in business since 1952." Having a past is a reputation builder. And remember Pentas like to show off. Pentas like to show off that they're a stable business, that they've been there over time, that they have a history, that they have a long-term relationship with a broad based customer—all of this kind of stuff. It's there and it's something important to understand.

And of course, the past begins with being able to record the past, to be able to look at the past, look at what is going on in the business and to be able to gather all the information about that both ways. That is, the way in which the services or products go out, the way in which they are paid for, all of these various things, to be able to begin to have detailed data keeping.

One of the advantages of modern businesses, we live in an extraordinary age, I consider myself to be deeply privileged to be the first generation of internet businessmen. It is truly an enormously different business than the model that we were all born to, which was the 19<sup>th</sup> century model. We have a totally different model in the way in which things work. And one of the advantages that small businesses have today is that through software programming they can gain access to very, very sophisticated bookkeeping and accounting and these kinds of programs that allow them to be able to have very, very sophisticated statistical analysis, very sophisticated insight into the minutiae of their business operation.

In the past, one had to have a very large business in order to be able to provide the additional resources to be able to pay somebody whose fulltime job was that. And it is one of the things that's so important in small businesses. The moment you see a business where there is a gap here in the past zone you know right away they don't know what the hell is going on. They don't.

They don't know what anything costs. They don't know how much it costs them to put their salesman out. They don't know how much it costs to package their product and get it to the supplier, and there they are attracting everybody with their marketing scheme for some discounted price and they don't even know if they're



actually selling it at a price that's ridiculous because they can never make a profit because there is no real record keeping.

### **Need to See the Real Bottom Line**

A lot of people in small businesses are real novices. Their idea of what a profit is has nothing to do with all the expenses that are actually involved, that they somehow just don't sort of calculate. Or don't pay much attention to. The fact is that in order to really understand the success of a business, you need to see the real bottom line. You need to see the REAL bottom line. You need to see what it costs to do business in order to understand whether or not you are in fact making a profit and if you are in fact growing.

Statistics are an incredible thing. I have statistical packages, for example. Every day I can click in there and I can look at the most detailed information. It allows me to see what's hot and what's not. There are so many things, in fact, just a pathway that people take through information to see why they go in this way instead of that way. We have the possibility for all of this high technology past efficiency. And you cannot build a business without it. You can't. So, if you have a gap in this area you have a real problem.

### **Watching Employees**

The other thing is, it doesn't matter who the employee is, if they do not understand that they are being watched, and I don't mean that in a sinister sense, I mean that in a normal sense, then they're going to get away with whatever they can. And it's one of the most interesting areas of the past is that it is here that the control of what employees are doing, this is where that control mechanism is.

Again, if you have a gap here in oversight, it's not that people suddenly become thieves. But the fact is they do begin to steal. And innocuously, the pen that they take home, the paper that they borrow, the internet that they use, the telephone call that they make, whatever the hell it is. It can be the most banal minor things. But the fact is, the moment that you have a gap in this area, it means that nobody's watching. And humans are funny creatures, Penta-wise. Remember, we are materially addicted because of the Penta.

So if there's nobody watching, overseeing, hey, suddenly everybody wants something for nothing. It's quite a thing to think about. And then you wonder where the profit went. I don't get it. We're selling all of this stuff and we're not making any money. Well, take a look and see what's going on in your business and find out whether you were selling it at a reasonable price in the first place.

So many businesses, because they're terrified that nobody is going to want their service or product, price themselves (the undefined ego movie) to a point of foolishness, just foolishness, because it's the thin edge.



## Proper Records

So when we're looking at this alignment here, when we're looking at this pillar, we're looking at something that's very important. How are you going to know the productivity of any employee unless you have proper records? You need to know, and not for the sinister sense, but to reward them. A functional Penta is able to reward its staff to maintain its loyalty.

It's one of my rules about the nature of business that you have to pay fairly. If you don't pay fairly already you've got a problem. And the thing is to reward employees, but to reward employees not blindly, but to reward employees based on their contribution, whatever that contribution happens to be. But you can only see that here. You can't see it any other way.

And of course again, understand the vortex isn't really interested in that. If you think about this as a spinning dynamic, as it's flowing up there it's sort of letting off a little bit to either side. But everything is pointed here. And so all you need is a gap in these areas (Accounting/Oversight) for instantaneously a business to really have problems. And the problem isn't just that an employee may be taking a pen home, blah, blah, blah. The problem is that they don't know what's going on in their business.

I'm astonished at how many people don't know what's going on in their business. They really don't. I've watched so many entrepreneurs now because of my work in Design in launching people into entrepreneurial processes. You really have to understand what it costs to be able to do business in order to make money, because only then can you establish reasonable pricing, only then do you really know that there is a profit in what you do. And only then do you begin to establish your growth pattern.

## The Present is Always Creating the Past

The whole thing about the present is that the present is always creating the past. After all, we're all moving. And at the same time the density of the past leads to a better grasp of what's possible in the future; not only that, who is productive for the future. If this Penta is going to multiply and become another Penta, who from this Penta would be an important key to launch a new department for this or that? In other words, to really be able to see what the productivity is in any of the employees.

And again, it's not the kind of thing where we're watching you; it's the Penta maintaining its integrity, transparency. You don't just say to somebody this is a project and you have to do this and they never check and see if they're doing it. And again, these are the two pillars on either side that maintain the integrity of the business.



### **The Future Pillar**

This is not just about planning the future. It's about administration. It's about understanding that a Penta is something that needs to be guided. And that the Penta needs to have representatives to deal with certain outside forces, suppliers, as an example, these kinds of things where the business needs to have an administrative face.

At the same time, that administration is also the way in which the roles are established within the group. One of the things that we'll look at how important it is for the establishment of specific roles in a Penta for the way in which an Alpha can properly manage the Penta itself.

But the thing here is that planning is about knowing people, and about knowing what they're capable of, and knowing about where you can point them in the future. And knowing what possible future they can have. It's not yet about planning on the expansion of the vision or where to take the vision in its next step. That's part and parcel of it. But it means that when you're looking at these various areas of success that you have to see in a sense that if we were talking about a very large business, these things would be departmentalized.

In other words, you would have your research and development. There would be a department over here and you would have your administrative center that would be a grouping somewhere else. Obviously in the Penta this is integrated into this whole future mechanism, the guiding forces.

After all, in the BodyGraph we know what this is. This is the Alpha. This is the potential for leadership whether for good or for bad. So what we're really looking at is the way in which, not so much exactly how leadership is expressed within the Penta, but how leadership is understood from the outside. What kind of Penta are you?

You can sell people. It's like what the Chinese are doing now. You have an unfair advantage in labor costs and in terms of hours of work. So you've got this enormous advantage of being able to dump cheap products and to dump those cheap products on the marketplace. But this is the kind of thing that is done for this existential money in the present, and only in the present.

### **The Customer is First**

It's one of the dangers of only being oriented towards the marketing, because you have to have something else. You have to have a reliable and consistent staff, a staff that operates with integrity and you have to have an administration in which the relationship between the business and the customer is number one.

I've been fortunate in my life, I've lived in a lot of places, and I don't think any experience astonished me more than the difference between going into a shop in North America, any North American city, and going into a shop in Germany, and I



use Germany just as an example. I was stunned. You go into a shop in Germany and the shopkeeper looks at you as if you're disturbing their day. Why are you in my shop? They don't care what you want, or what you need. They don't smile at you when you come into the door.

I can remember when I was living in Germany there was this study that was done, it was well publicized, about these very unhappy sales clerks that sit in all these department stores and whatever and trying to train them how to be nice and friendly. It's one of the things that was so obvious about the North American service culture to the point that it can be obscene. That is, it can be so smiley and so friendly that it can be stomach-turning.

But one of the things that I have really appreciated about American capitalism is that there is absolutely no question that the customer is first. There's no question the customer is first. And this is something that is really, really a backbone of the success of any business. How you treat those people that you sell. Again, that doesn't come from the center. It doesn't. It's going to come from these aspects, the past and the future. If you want to have a future you'd better treat your customer well, otherwise, they're not going to stay your customer. They're going to move on to somebody else.

It is one of those things to recognize that when you have a problem in the gapping on the left or the right that basically you're having a problem with your customers. Not with your product or service; they buy it. But it's your relationship with them. And again, this becomes the negative word-of-mouth that destroys businesses. "Don't deal with them; they're nasty people. I called them, they put me on hold for 25 days," blah, blah, blah. Or "I told them I had this problem and they told me, too bad," and it goes on and on and on and on.

Again, it's one of the things about understanding that all small groups, because after all, as a BG5 consultant you are there to bring a certain amount of wisdom. One of the attributes, one of the most important aspects of that wisdom is to understand the importance of respecting and caring for the customer, even when the customer is a lunatic. And I know. I've had experiences over the years with—it's unbelievable what you have to deal with sometimes. And yet, at the same time, we are after all in an awareness business. We're here to do the best we can to treat people with respect.

And it's so important for businesses to understand that dynamic because most of the time they just see the customer as money, the victim. And I don't mean to be cruel; but money. Oh good, we've got the deal! That's what everybody cares about. We've got the deal; we've got this and that. But hey, those people need to know that there is a commitment, that there is a backing, that there is a reliability, that there are all those things that are there that they can trust.

And you see why it's so important for this lower energy to be brought forward. You can see it in my keynoting there. That the customer knows that they're dealing with a reliable business that has a culture that is correct in the way in which it deals with the customer, that it has a commitment to its customers, that it's willing to work



with its customers to deal with problems that have arisen in order to make sure there is a better product in the future.

And then you can end up selling that; no joke. Then you end up selling the fact that you're customer people. And you know all kinds of businesses that do that. "We care about you first. We care about you and we can back it up. Listen to this testimonial." It's an essential aspect of the business.

### The Faces of the Penta

So, we're looking at these faces, the faces of the Penta and how it tries to have its impact. To be able to impress, to show off, to display, but to realize that though most of that is in, look at what we've got and you should have it, too. It's also, we've got really dedicated people who are doing the job so we can back you up and we care about our relationship with you, and on and on.

And then you've got success; these six pillars. Deconstruct this; it's very easy. Look at any area here. And in the moment you see that just makes a gap there, then you know what the sickness is in this business right away. This is the beauty of understanding this knowledge and understanding what a Penta is. It is functionality. It will not abide gaps. This is an unhealthy Penta. And it means that success is going to be limited, that there are always going to be problems.

### Three Areas to Work with an Alpha

But you also begin to see things, that you have three areas in which you need to work with an Alpha, or the manager, or whoever is in charge (Demonstration areas). That the vision can be implemented, can be brought forward, that the resources are there to go out and to make sure that it's seen and heard, whatever the case may be.

But at the same time to caution them about the demands that are here on either side (Past and Future) and the importance of what it means. Remember something about Pentas. Pentas watch other Pentas. They do. And the moment that your Penta gets a bad reputation is the moment that every other Penta is spreading the word because every Penta wants to be the king of the block. It wants to be THE material success. And nothing Penta likes better than your failure. Penta; it is this whole deep material drive, the essence of this thing.

And when you look at it within this context and you understand that, our job is simple. That's not the hard part of this work. Here's the simple part. Just fix it; fill up the gap. No, it is the communicating because you have the potential, and you will see this deeply by the end of our process, to be somebody that deeply educates those that you work with. To educate them how to operate in the best possible way with the configuration they have. How to teach that guide, that Alpha, how to truly take advantage of the fact that the Penta is waiting to be guided, and waiting to be guided to its material success.



And that through beginning to look at the mechanics in this new way, to begin to think of these six pillars, to see them as areas in which your expertise is going to emerge because you're going to have a deeper and deeper understanding as we go along, particularly in this first semester, of these areas that are there. In other words, the values that are inherent in these areas. All of which, not simply adds up to you being able to understand what the gap brings, but it educates you in understanding the Penta mechanism and what this translates into in terms of being able to help guide a small business to operate correctly.

I'm in a very interesting time in my career in terms of Human Design. It really is a pleasure for me to be here on the mundane plane and to be here in the material world and to see with my eyes and know that material dysfunction does not have to be the problem that it is, that it can be dealt with. And that this program is a unique educational environment, truly unique, in being able to prepare someone to be able to provide a really revolutionary way to be successful. And it's really the basic mechanics.

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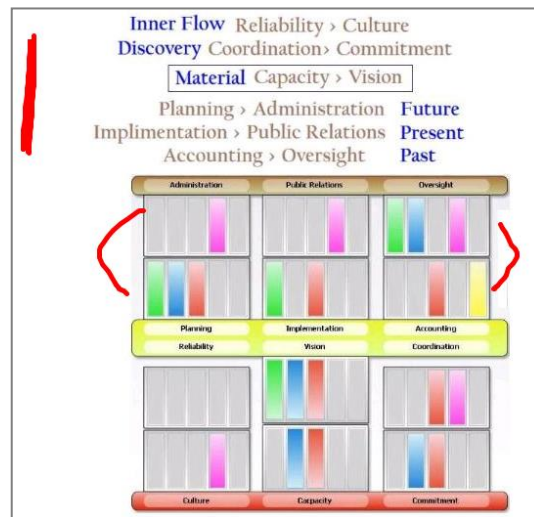


## Lecture 5

### Pillar, Line and Line Gap Keynotes

We're going to take the next step into our keynote journey. And we've been looking at the pillars of success, these zones and our basic relationship to them in our understanding.

And this relationship between what the inner flow brings, what the discovery brings, what all of it is about in terms of the material and this uni-directional orientation and how the scheme of things needs to be spread out in the sense that this is a living force. And it is a living force that though it is determined deeply in the present that it has to have a relationship and a continuity with both the past and the possibility of the future.



### The Phenomena of Lines

I want to take you into the phenomena of lines. I spend a great deal of time talking about this in the OC16 program.

OC16 represents the most complex of all aura studies because it involves the coordination of Pentas. It in fact involves the coordination of three Pentas. The coordination and engineering of that, and again engineering is when you have a gap as we have here, and you hire somebody to fill that gap; you're engineering for functionality. But when you're building a business, as an example, when you're growing a business from the first Penta to the next Penta to the final Penta the way in which the groupings are oriented, the way in which the departments are structured, the way in which they are set up that this information becomes very, very, very important.

It is less important in the surface analysis. Because everything about this knowledge is rooted in the fact that this is indeed a science, it is necessary that all the elements are there and presented to you so that there's not a question or a surprise that's going to come later. You will see that on the surface that the relationship here between looking at the pillars—what we've been doing, which is the surface—and



looking at the lines, and they're not really lines as you will see, is like looking at substructure in the way in which we do that in psychology or PHS in which we go well below the surface.

### **The Movie Remains on the Surface**

But we all know the movie still remains on the surface. Strategy and authority is the only thing that makes a difference in a life. If you don't how to make decisions you are lost. It is the surface that provides that. You don't need to know all the stuff underneath to benefit from the surface.

And the same thing is true about the approach here in terms of BG5 and Alpha One consulting and being able to provide management guidance for groups that this is all rooted in the surface. The role of the BG5 consultant in this case is to be able to guide the components of a particular Penta to be able to function well within their configuration.

Now, all of that's the surface. And none of this is going to come into play because quite frankly you don't have enough players. And as you will see, the more players you have the more sophisticated you can become. Let me give you an example of Microsoft developing a program and the employing of perhaps 60 to 70,000 people are involved in that particular task in one way or another. In other words, the vast sophistication of any department of any group to be able to get to the place where you can fine tune and you can hone what you need, for that you need the numbers.

### **Businesses Larger than 81**

Now, in terms of the development of a business, any business that is larger than 81, and this is the magic number because in fact this is the gene pool, any business larger than 81 is running into dynamics that tend to just create redundancies. In other words, beyond 81 there's nothing original you can do. You can just simply add more and it changes the way you look at the construction of larger businesses, not something obviously that's part of this, but again it's part of the general rounding.

You will see that later I will introduce you to the rudiments of OC16. It gives you the potential to be able to do basic business analysis for clients in order to be able to help them understand what material environment is going to be the most viable for them. That is, comparative analysis, very sophisticated comparative analysis that involves the basic BodyGraph, the PentaGraph and of course the OC16 configuration.

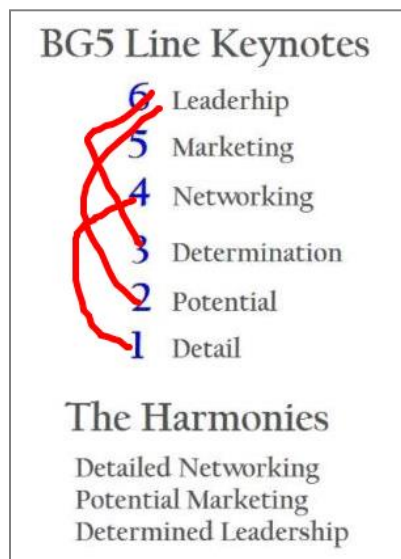
### **A Spiraling Electromagnetic Auric Form**

So, what I'm introducing to you is a foundation and it's an important foundation. And I think for all of you in your understanding of lines that this could be very insightful. But first of all, let's begin with something that's very basic that I've been trying to instill in you and that is the understanding that what we're looking at is a spiraling electromagnetic auric form. And that's something really to grasp. So,

we're not looking at channels. In fact, we're looking at areas of density within the swirl, if I could call it anything as I try to imagine. We are not looking at anything solid. It's amorphous. We know that it can change radically.

### The Harmonies of the Lines

Anyway, I don't know where I was, but nonetheless that was a nice digression. In dealing with the nature of these, they're not really lines. They're not lines and they



don't work like lines. The way they work is that they work through harmonies. And of course, the harmonic system in Human Design, the 1 to the 4, the 2 to the 5, the 3 to the 6, these are harmonies. So there is an inherent relationship between the detail (1) and the networking (4), as there is between the potential (2) and the marketing (5), as there is between the determination (3) and the leadership (6).

And what happens fundamentally is that the moment that you have one you have the other. For example, in a Penta it is possible with only three people or possible with only three line activations to be able to have all of these themes because they're not like lines because these are not channels and these are not gates. And so it's really something to see.

Now, there is a difference. For example, let's say that this person here is coming with that activation of what we would refer to as the 31<sup>st</sup> gate and they're coming with what we would call the 1<sup>st</sup> line. It means automatically that they're actually bringing the harmony, the 4<sup>th</sup> line. It does mean that the detail (1) is going to be more prominent than the networking (4). But it doesn't mean that they're going to lack for networking. They won't.

One of the interesting things to see about the harmonies is that the harmonies in essence become a kind of quantum. In other words, these line values are very, very different when we see them within the context of the Penta; very different. And obviously it is going to be significant for us where these values are, for example, relative to positions within the PentaGraph itself.

### Example of Public Relations

Let's take the example of what we call public relations, the demonstration model, this is the marketing wing, this is going out to the public. It would seem logical that



#### BG5 Line Keynotes

- 6 Leadership
- 5 Marketing
- 4 Networking
- 3 Determination
- 2 Potential
- 1 Detail

#### The Harmonies

Detailed Networking  
Potential Marketing  
Determined Leadership

# BG5 Line Keynotes

6 Leadership

5 Marketing

4 Networking

3 Determination

2 Potential

1 Detail

The Harmonies

Detailed Networking  
Potential Marketing  
Determined Leadership

# BG5 Line Keynotes

6 Leadership

5 Marketing

4 Networking

3 Determination

2 Potential

1 Detail

The Harmonies

Detailed Networking  
Potential Marketing  
Determined Leadership

# BG5 Line Keynotes

6 Leadership

5 Marketing

4 Networking

3 Determination

2 Potential

1 Detail

The Harmonies

Detailed Networking  
Potential Marketing  
Determined Leadership

# BG5 Line Keynotes

6 Leadership

5 Marketing

4 Networking

3 Determination

2 Potential

1 Detail

The Harmonies

Detailed Networking  
Potential Marketing  
Determined Leadership

# BG5 Line Keynotes

6 Leadership

5 Marketing

4 Networking

3 Determination

2 Potential

1 Detail

The Harmonies

Detailed Networking  
Potential Marketing  
Determined Leadership

# BG5 Line Keynotes

6 Leadership

5 Marketing

4 Networking

3 Determination

2 Potential

1 Detail

The Harmonies

Detailed Networking  
Potential Marketing  
Determined Leadership

# BG5 Line Keynotes

6 Leadership

5 Marketing

4 Networking

3 Determination

2 Potential

1 Detail

The Harmonies

Detailed Networking  
Potential Marketing  
Determined Leadership

# BG5 Line Keynotes

6 Leadership

5 Marketing

4 Networking

3 Determination

2 Potential

1 Detail

The Harmonies

Detailed Networking  
Potential Marketing  
Determined Leadership

begin to at least in prime areas, for example, let's say that you really want to make sure that you've got the best marketing possibilities.

If your salesperson is also somebody that happens by serendipity to be carrying what is a line thematic, a harmony, that is absolutely perfect for what they're doing they're going to be terrific. They just are. And given functionality behind them, then the full potential that is there is something that can be realized. So, it is a very beautiful tool, a tool of being able to look into what's there.

### **The 1 - 4 Harmony: Detail and Networking**

Line knowledge is the bedrock of doing any kind of analysis and the deeper your knowledge in lines in many ways the richer your feel for this. As always in working with lines we're working from the bottom up, from the 1 up, from the foundation up. And you can see that we have a **foundation harmony**. And the foundation harmony is detail and networking.

The 1<sup>st</sup> line we know is all about its introspection. The 4<sup>th</sup> line we know is about its brotherhood/sisterhood. In other words, we're not talking about alien themes here, but what we have to see is that rather than being lines that always meet other lines these are in essence being harmonized or merged into what becomes the detailed networking or the networked detail. However you want to spin this, it is really a hyphenated thing now, which is very different from what we would see within the traditional Human Design context.

And obviously, what we're looking at is three different basic general skill levels. In other words, they're oriented towards different things. The example of let's say somebody who's in administration or somebody who is in oversight, the value of the determined leadership is something that can get any group through difficult times if you've got leadership in the right place.

Let's say you've got a functional Penta and where this (Planning/Admin) is coming from has nothing to do with leadership (3/6, determined leadership). It may have to do with something else. Let's say that leadership (3/6) ends up being here (implementation-PR). And of course, you can see what the tendency will be. The tendency will be that the marketing will take the lead because there is going to be that underlying thematic that's there and the marketing is going to be very competitive in terms of wanting to get as many resources as possible from within the business.

In other words, you can see sub levels of interpretation that are going to be there, nuances that are going to be there that are part of what I call the characteristics of Penta. The characteristics aren't always, obviously, going to be where you think they should be. They're not. They're going to show up where they show up. And of course, that means that it leads to giving you the opportunity to be able to pinpoint nuances in the way in which the Penta is functioning, but also the nuances of what qualities are being brought by the various participants in the Penta.



### Ideal: All Six in Every Pillar

For example, you may be looking at somebody in the Penta that everybody thinks of as a problem but is carrying exactly the right thematic to make it work. And by the way, the ideal is that all six (the three harmonies) are always represented in every pillar. In other words there needs to be, that is the ideal is that you are looking for three activations that will give you this spread of detailed networking, potential marketing and determined leadership so that you have all the elements. That's the ideal. And of course, it can only be expressed theoretically as the ideal.

Again, engineering for me is genetics. I'm never very far away from seeing the way in which things are altered, how the very dynamic of the Penta, how this can be altered by these underlying mechanisms and how everything is a variation on the potential perfection, everything is a variation.

***The lines we are concerned with come from the contributing gates (pillars) in the Penta – not necessarily the profiles of the individuals, unless the profile gates are within the 6 pillars.***

### The Practical Ideal: Fill in the Gap

But what I'm really getting at is that there is an ideal and then there is the practical ideal. And the practical ideal is just functionality, which is let's fill in the gap. This is the practical ideal. And then of course, you get what you get. That is, you get functionality but you don't get perfection.

When you fill the gap the bottom line is going to be better, the business is going to grow, and it's going to have a steady development. Everybody's going to be happy but it's nowhere near what this whole configuration is actually capable of if it were ideally engineered and if the components, that is, the beings that were part of this were ideal for whatever the effort was going to be. That's a piece of real engineering. That's getting yourself a souped-up Penta.

It's very important you understand the way these work that we're always looking for the harmonies. Don't get stuck specifically in a line value. Again, remember that any activation is going to bring its harmonic.

### The 2 – 5 Harmony: Potential and Marketing

The marketing potential and the potential for marketing, those two things are very important because again this is dualities at work here, binaries at work here. This is the ability to be able to market not simply a product but promise. To market potential is a promise. It isn't necessarily something that's there, if you know what I mean.

And one of the things to see about the advantage in implementation and public relations to be able to have either the 2 or the 5 as values that are there, because it brings not only the potential to be able to market, but it brings the ability to market

potential. Both of those things are incredible tools. Going to the customer and saying the upgrade is coming soon. You sell them, you've got the potential to market them that program, or whatever the product is. And you also have the same ability to be able to promise them something that's coming.

And of course, the promise carries a resonating value. These are important themes and if they're not going to be in the marketing—for example, let's say that you've got implementation and public relations and what you're dealing with instead is detailed networking. Well, it doesn't mean, again if it's functional, it doesn't mean that the detailed networking won't bring business. It will slowly but surely.

And you will know in that, that the customers will feel particularly well treated. There's no question about that. But there's going to be no burning fire in the upward movement of sales. It's going to be a different parameter. It's going to be a kind of slow growth parameter because again it's functional so it will work. But it will work relative to the thematic that is going to be involved.

The other thing is that you can see that the moment that you have that (determined leadership) in its place you have a totally different kind of marketing. You really have a marketing that is trying to lead the others, not so much sell them. It can be wonderful if you're bringing something new and different. Again, the real advantage is not having one, it is having as many as you can.

Again, this goes back to understanding the complexities of bringing perfection to functionality. And of course, these complexities are here. They're not in the obvious; they're not in the fact that you have gapping. It is much more complex than that.

### **A Gap for a Penta is what an Illness is for a Human**

And then we have what is the natural dilemma. Because of the nature of this thing, Penta, it has no way, because it's uni-directional, to be able to free itself from the impact of gaps. It can't. Gaps are a real problem for the movement of energy and the maintenance of the movement of energy in its vortex dynamic. It's a problem. A gap for a Penta is what an illness is to a human being. And I say that very seriously as a description. Now again, I can only anthropomorphize that to a point because Penta has no awareness centers, so it's a very different relationship.

However, when the body is sick, however the body is sick, there is a depletion of resources. Not only is there a depletion of resources in which the immune system itself tries to draw resources necessary to meet whatever the cause of the illness happens to be. But there are resources that are depleted in other ways. You missed time going to work. You have to spend money on medication, all these kinds of things in which there is this depletion of resources. To be sick is a material drain in all kinds of ways.

And it's very important to understand that in the context of a gap to the Penta. In other words, it's not healthy. And of course, when we see that in reference to the



family Penta, dysfunction in the family Penta, how unhealthy some families really are. And again, it's not their fault. But then again the gap is a sickness. It is.

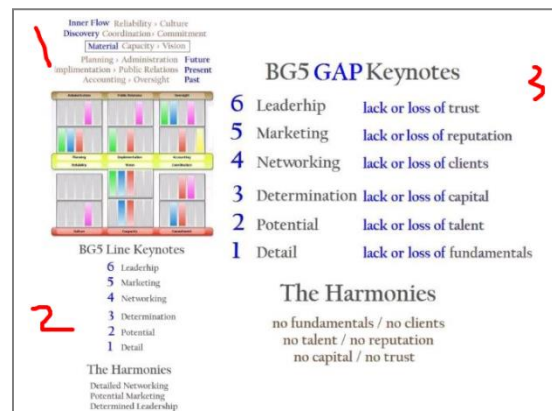
Now, it doesn't have to be terminal. And it doesn't have to be malignant, to use the metaphors. It can be minor. It can be minor and recurrent, whatever the case may be. But you're still going to be drained by it and you're still going to be emptying out resources into it, if you know what I mean. In other words, it is really a problem.

### Harmony Gapping

So, what I want you to begin to grasp is that there is another level of gap analysis that exists in all of this. And it is not line-gapping; it is harmony gapping. In other words, again to understand that when we are looking at line values as they relate to the Penta, that we have to see that they are literally, as harmonics, that they are really one thing. That's the best way, the easiest way to grasp them.

### The Third Stage in Keynoting Progression

So, what that leads us to is the third stage. That is, number one, Pillars, and number two, Line Harmonics, and of course the third stage in our keynoting progression, "lack or loss of". In this stage what we are getting to is that we are getting to the gapping. You can see again, I'm giving you the same kind of construct, that is, the movement upwards from the one below.



### 1: Detail—Lack or Loss of Fundamentals

So, let's take a look. Detail; if we don't have a 1, and remember if we don't have a 1 **and** we don't have a 4, we don't have any representation of these qualities. It's not there. We don't have a 1; we know that the 1 is detail. So here what we get is the lack or loss of fundamentals. Now, that can be quite a serious thing. In other words, something is going to be missing.

Now again, remember the criteria here because I don't want you to be confused. If you have a functional Penta the bottom line will always grow and the workers are going to be content within their environment. So please don't misunderstand all of this.

The moment you have a gap it's a different story, that is, the moment that you have a gate gap you have dysfunction. What I'd like you to understand is that not all functional Pentas are alike. They're not the same thing. Every one of them is

different depending upon the detail. This is what makes them interesting. And of course, for us it brings in extraordinary nuances.

### **Example of Accounting**

For example, let's go to accounting. It would be very nice for us to have the 1-4 harmony in accounting. There's no question. It would be very nice to make sure that the detail is there, to make sure that there's good networking. But let's say you have a functional Penta and in this particular functionality, accounting, you might have someone that has the 6<sup>th</sup> line and someone has the 3<sup>rd</sup> line. And in fact, only one harmony is actually present here as a dynamic underlying theme. So, it is going to control the way in which this works.

And it's one of those cases where you can go in and say, "Well, you probably need to review the fundamentals" because that's exactly what the problem is going to be. The business grows and they get caught up in things, and they forget basic things that they need to continue to keep track of, etc. There is a lack, or in the extreme you don't have both, because remember—let's say somebody has the 4 in this situation. We know that means it brings the 1 quality but it's a lesser value.

So, we know the networking is there, but we know there may be a lack, not a loss, but there may be a lack of detail, and it's something that needs to be looked at. It doesn't mean there's a loss. The loss is only there if the harmony isn't there. If there is no harmony then you're dealing with the loss terminology. Okay, so that's the detail: lack or loss of fundamentals.

### **2: Potential—Lack or Loss of Talent**

Potential; now you begin to see what these themes are really about. And they're very exciting, by the way, when you begin to see the importance of them and what that teaches us about looking at groups and understanding where certain things are. If we have a marketing department without the 2 or the 5 then we have a problem.

Marketing is deeply dependent on talent, deeply dependent. If you're in a situation where there doesn't happen to be talent in your accounting department it may not be the end of the world, but it may be a problem in other places. We begin to see the nuances that are there and are important.

### **3: Determination—Lack or Loss of Capital**

We look at the 3; this is a beauty. It was one of those fun journeys that I had at the Ibiza Events. Five years ago now, I did an analysis of all the 3<sup>rd</sup> lines, all sixty-four 3<sup>rd</sup> lines called *The Material Way*. And of course, the 3<sup>rd</sup> line is the great material line. That's what it's about. It is for that reason that it is the most resilient of forces. Third lines are the only lines, in a sense, that are truly made for the mutated form principle. This is what they are really good at. And 3<sup>rd</sup> lines are always a blessing when it comes to material and the material way.



Within our context it is an essential ingredient to material success. Having the 3<sup>rd</sup> line is very, very helpful in terms of the Penta.

The 3<sup>rd</sup> line carries with it a lack or loss of capital. And so, you do not want to be in a situation where your capacity, as an example, doesn't have determined leadership because in fact what you know is that (again functionality) despite the fact that resources are going to be there you're going to be in a sense losing money and you're going to be losing money because the leadership isn't correct. Whatever the case may be, the client is going to feel the impact.

Nonetheless, when I say lose money, I don't mean that it would in the end negatively affect the bottom line. Again, functional Penta will always make money. It will burst the bubble on the expectation of wanting to make so much more if there are no 3s in the Penta. That 3 is a very powerful force, and you can see that having the 3<sup>rd</sup> line present in the Penta and knowing where it is in the pillars, is really beginning to understand something about areas that are going to be able to use resources well. Not that they will demand extra resources, but they will really be able to use the resources well.

### **The Upper Part**

That was the lower part of the line frequency. When we get into the upper part, upper lines are always deeply associated with the transpersonal. And here, in many ways we are looking at the demands that the Penta has on the way in which it needs to operate in the world. It needs to network, it needs to market and it needs to lead. Remember that every Penta wants to be the beginning of a gene pool. That is, it wants to be the beginning of a small group that becomes a great success. So this is something inherent that is built into it.

So, the references with the upper part are very much to the outside whereas the lower part is very much to the inside. When I say inside, I simply mean within the inner workings as opposed to the way in which it can be demonstrated to the outside world. It's why these harmonies are an essential oneness. They represent the binary of the inner and outer mechanism of the prana of the business, that what goes on in the lower part also has to be displayed.

### **4: Networking—Lack or Loss of Clients**

We know the value of the 4 is that it is the great networking line. And, as a side note, we don't have the dysfunction that comes with line 4 in a person's design as exhaustion that comes with the notself networking with the wrong people, because we are not looking at a person, we are looking at a Penta; so exhaustion does not apply.

Obviously, networking is something that is going to be a key in a number of areas. But particularly it's going to be of value in terms of the way in which the

demonstration of the company goes outward. This is about lack or loss of clients. If you don't network properly you're going to lose clients, or you won't have as many as you could have.

Again, it isn't going to affect the bottom line if it's a functional penta. But it's certainly is going to make a difference on what the ultimate potential of what the business can be. These are the important nuances. This is the delicious little detail work that gives you this profound insight, and again to begin to see this at the personal level.

Certain Penta configurations would love to have in certain places the ideal line activation that will complete what is an essential ingredient in order to make it a success. The ideal would be to have all the harmonies in a functioning Penta.

### **5: Marketing—Lack or Loss of Reputation**

When we get to the 5 we get to marketing and this is about the lack or loss of reputation. If you don't have a 5 then you won't have the ability to go outwards into the world and show off your talent and do all the things that are rooted in the harmonic. And of course, that is going to negatively impact the reputation of the company.

The other thing is that if there is no 5, particularly in Implementation, there is always the risk that the sales personnel will make mistakes, not necessarily conscious ones, but they may misrepresent what they are selling; the potential for the lack or loss of reputation.

If you have the 2 in this area then is just about lack. In other words, that real marketing sheen is just not there. And there may be some rough edges to it and it may, in fact, influence the way in which some people look at the business as a whole.

### **6: Leadership—Lack of Loss of Trust**

When this is missing you have a problem, because this is a lack or loss of trust. Let's say in administration you do not have determined leadership. In other words, those that are really looking after the material benefit of the business and are really taking responsibility are not equipped. I'm introducing this to you now because it is important.

### **Important to Look at the Nuances**

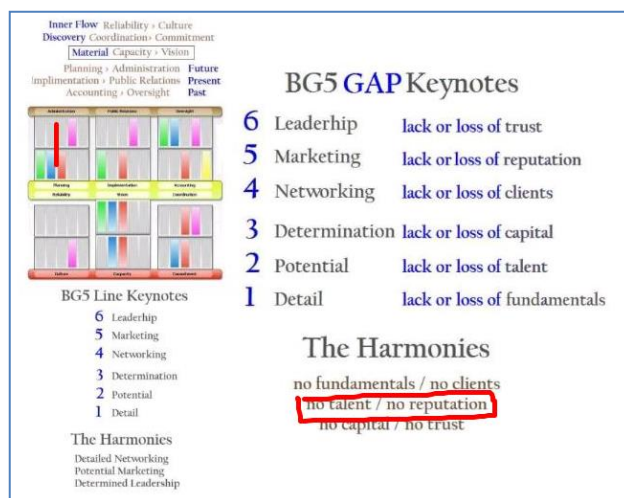
It's very important for you to look at the nuances. This is the depth that you have that goes so much deeper than anything that can be figured out on the surface with these few keynotes.



With the depth in the details you have the ability to use any one of these things, as they reveal themselves, as a magic bullet on occasion. That kind of thing where you're hoping that the client is going to give you a major deal for analysis and you can just throw in that little tease about there is a problem with your fundamentals over here and you'd better take a look at it because I think it's really causing you not to be able to see what you really can do and holding you back from investing in the resources you need to invest in. A wonderful little piece of advice just slipped in there and nobody can see that but you.

And again, it doesn't matter—as a matter of fact, if it is a functional Penta, if you find a functional Penta, this level of detail is your tool for success because you're able to understand in the functionality what the inner dynamic is and where the gaps are. And of course, the moment you get to gaps you get to problems; no fundamentals, no clients. No talent, no reputation; no capital, no trust. Great loss; this is the very opposite of the pillars of truth. Here we've got our pillars of what really makes a business a success.

And it means you have problems because if you have no clients you have no fundamentals. If you've got no reputation—it goes on and on and on. In other words, to really understand that even if you hire somebody that's talented, remember we've got this binary thing - it's part of the magic of what we do. You've got somebody who is very talented for a specific job. And the fact that they're very talented for that specific job, if they don't carry this (no talent/no reputation) and if



it is not present where they are, it is not going to shine for them. Yes, you will see that they have talent, but it's not going to be like, wow. It's going to be talent, aha, aha, yeah, I see. It's like, yeah, they can do it. And yet, they're actually capable of extraordinary things but they don't have the support for it.

In the very area that they're in, if you can engineer it so somebody comes in and brings that, all that talent is going to shine, just shine; the miracle of Penta. You go into a functional Penta and you ask the boss about the salesperson. And

they will tell you that the salesperson is terrific because the Penta is doing well because it's a functional Penta. And then you take a look and you'll see that their potential is three, four, five times more if, if the Penta could be engineered properly to support him.

This is the whole thing. And of course, you can't go in there and do that because it means you would have to fire people who were good at their job. It's all silly. There's nothing you can do. What you can do is hopefully grow a business so that when you add the next Penta you can take someone out and put him over here and

someone over there and then bring somebody new over there. You make a whole new thing in which you're able to align departments, two Pentas, so that there is proper weighting so that the functionality is something that is enhanced by having the additional functionality of no gaps in those primary areas where you need the underlying qualities that are here.

### **The Information is Only of Value when Taking a Practical Approach**

All of this represents an enormous amount of information; information that is only really of value when you take a practical approach to it. What I mean by that is that you begin to look at it and you begin to ponder it. It begins with looking at any groups that you can have access to now.

Now, you need to have a familiarity and be very interested in the business. We have to be interested in the owner-manager-Alpha. We have to be interested in them, their business and their employees. We have to be interested in their story. We have to know what their vision is.

The moment that you understand all of this, that's the moment that you become clairvoyant. It is the moment that you've got a crystal ball. Once you understand the business and the people and you have the PentaGraph and your perspective you immediately can be of value. You can immediately bring the right kind of information that will be helpful.

### **The Line Keynotes are a Sidebar**

But this is something that is a sidebar. And I mean that. This up here isn't because we're going to use that a lot and it's going to be the bedrock of the work that we're doing. But the line keynotes, the gapping, is something that we can put aside so that we can begin the process of really mastering what in fact is this whole system, how in fact do we interpret all of this for the client.

What I want to be able to give you is a language that you can use in terms of your approach to the client and the way in which you can describe what you see in the PentaGraph. What is really important for us at this particular stage is to develop our understanding of these pillars and how we can use that knowledge to be able to organize a functional Penta.

### **Real Dilemma is Lack of Functionality**

The real dilemma is the lack of functionality. This is the real dilemma. Despite the fact that I've introduced you to something that is truly very, very stimulating, there is a huge wealth of information that is here that can add to the depth of understanding. But I like what the Americans call the KISS method; keep it simple stupid. This is the simple. This is the story. This is the movie. This is the surface. This is really what it's all about. You're going to be happy to fill it.



And this is the dilemma. In this whole training program, you have the ability to be able to impact a single life in a deep way in terms of being able to guide them to what is correct materially and at the advanced level to be able to literally become their trainer, to be able to train them to be able to handle themselves in a management role in the world by simply understanding what I call is their shadow and learning how to be able to develop a style based on their not-self, which may sound amusing but in fact is a wonderful thing.

When we come to the potential that is here with Penta we have to see that there is an enormous limitation. The limitation is that most of the Pentas that you're going to meet are going to be dysfunctional and you cannot heal them with awareness. In other words, you can give them exactly the information that they need, exactly, you can explain the problem. You can go to them and say, look, here is our problem. It's right here; here, the gap. The whole thing is to really recognize that this is what the dilemma is **and** you're going to see how difficult it is to fill the gap.

### Becoming Engineers

We can bring incredible solutions in that we can point out exactly what is wrong with the group. We can train the manager and train them in a way that is incredibly efficient and effective for them. But when they say to us, can you help our business, that's when we become engineers. And this is where the great challenge is in the work that we do. That is, the challenge of being responsible for the engineering of the Penta. Because as I say to you, I want you to grasp this, it is not an easy thing to fill the gap. It isn't.

Let's say that you've got a white-collar job. You need somebody that has computer skills and somebody that has worked in health care. So, you want somebody with computer skills and health care and you want somebody that is going to have the 15<sup>th</sup> gate. On the surface that sounds okay; all right, health care and computers and 15<sup>th</sup> gate. But within the zone of your marketing for that person, that is, advertising for somebody, help wanted, whatever, the chances of that particular computer oriented health worker that has the 15<sup>th</sup> gate seeing that ad, it will take time or great good fortune.

One has to understand this. We have the perfect solution, but you can't just bring in anyone. Okay, you've got the 15<sup>th</sup> gate, you can come. As I said you can do that in situations where you hire somebody that you are going to train. It makes it a lot easier, obviously, because then you don't have the requirement of a specialized skill, and also have the configuration that you need in order to bring the solution.

### Focusing on Healing the Illness

Remember, and I want you to understand this as deeply as you can, for a Penta, this is an illness. And what we really need to do is focus on healing the illness. You will make your money being able to explain all of this, the guidance that you can bring to the manager, the Alpha, etc. But the potential of you having real success, is about

filling in this gap and having them experience a functional group; this will bring almost immediate transformation of the business. Now, that's something.

The Human Design knowledge, in the broadest sense, is heretical. It brings many heresies—sleeping in your own bed, the heresies of PHS dietary regimen, and all of these things. It brings its own heretical values to the way in which we do recruitment; and we are doing recruitment in a way that is really extraordinary. That is, it's very, very unusual.

In our relationship with our clients they need to see that they are going to have to be able to have the financial resources and the determination to remain committed to hiring in the way in which we will hire. In other words, they have to expect that the timing and recruitment is going to be extended, that we are looking for something that is very special, in that sense, and that it will take more time.

And in the interim we will be able to, by providing the Alpha with proper guidance, we'll be able to take advantage of certain mechanical things to ameliorate the worst impacts of the gap. But at the same time, have the opportunity to be able to engineer the Penta correctly. This is something that is very important.

### **The Best is a Group of Three**

The ideal for those of us who are going to do engineering, the best group to start with is a group of three. If you start with a group of three you can bring in the two remaining elements in the way you need them.

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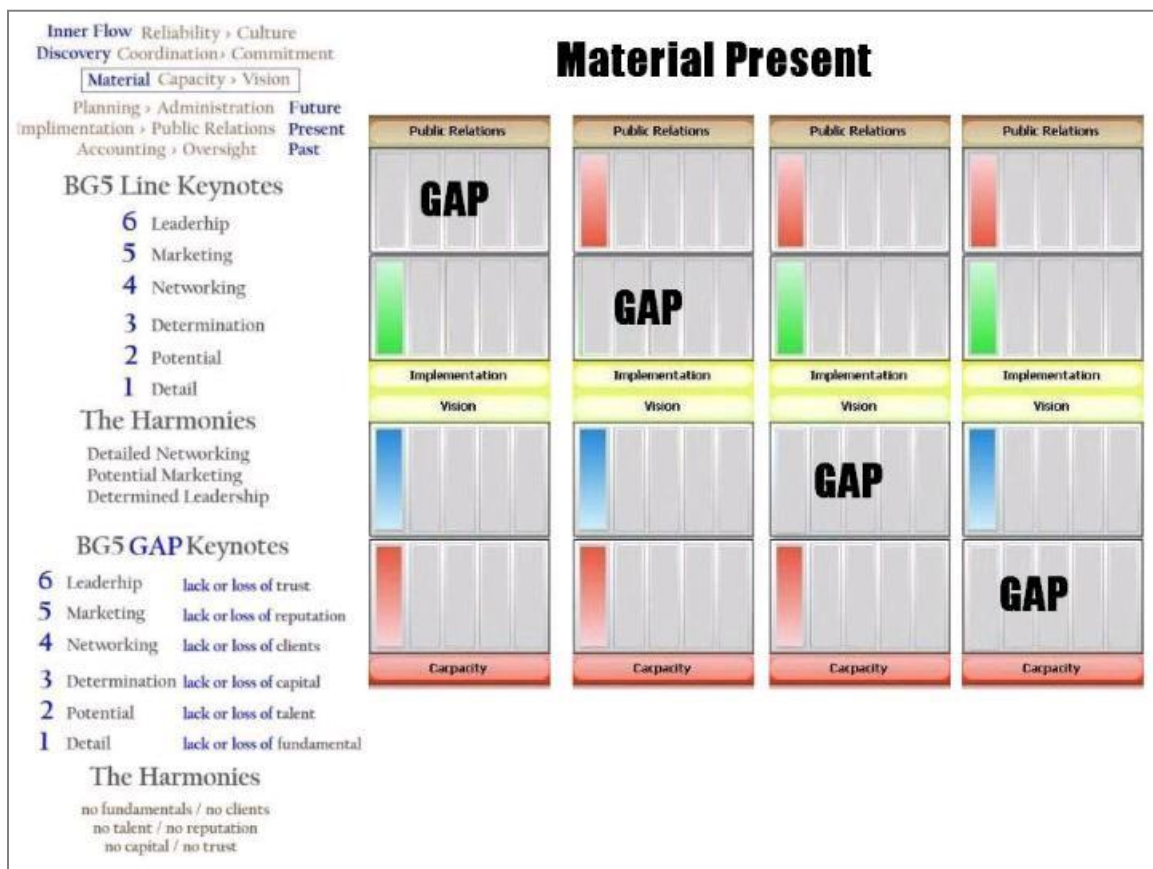




## Lecture 6

### Material and Present

Well it's time to get down to some detail work. You can see in these illustrations that what you're seeing is the repetition four times of the same system. That is, these two pillars on top of each other, the material (capacity/vision), the present (implementation/PR). You can see the material there. You can see the present there.



I want to take you into a deeper level of looking at what these things actually mean, how they function so that you have the tools that you need to begin a process of being able to doing any kind of analysis. Obviously when we're dealing with the material and the present we are looking at this central lower pillar; by its nature it is the vortex itself. This is the vortex and power (lower, central pillar).



## The Power of Capacity

### Buying Potential

What does capacity really represent? The power of capacity not only has inherently the potential of resources, but it attracts resources. Let's say somebody (a generator) that has the 2/14 goes into a meeting with two other people and they've got an idea but they have no money. What those people will buy in the aura in that Penta (given that there isn't too much serious dysfunction) is capacity. That is, they're buying potential. And it is something to understand about the presence of the 14. The 14 is really something that is deeply extraordinary no matter where you look. In Human Design, it has a relationship to the Sphinx, to the source of the directionality of all things, when you see it in OC16, the Wa, it is a central system in the Wa. In the Penta it takes on a deep significance as well.

### The 14<sup>th</sup> Gate: The Potential of Wealth

The 14 is truly an extraordinary gate. It is about the potential, in and of itself, of wealth. It's like talent. It is a wealth. It is a potential. It doesn't mean that it's going to lead to great art any more than potential means it's going to lead to great business. Again, Penta is Penta and any gap will be distorting of what the possibilities may be. But we certainly well know that the 14 is a cornerstone because of the way in which the energy system operates within the Penta, because of the way in which the left and the right, the lower left and right only flow through the 14.

Here you're seeing the 14 with a totally souped-up power. It is taking in all kinds of sacral frequency that is coming from the 5 and the 29. It's taking in all of that energy that normally would flow directly to the G; all of that energy is sort of added on to what that 14 is all about. And the capacity expresses the potential of being able to take advantage of the rest of that energy.

### A Gap: The Positive Frequency of Potential is Missing

What is it really going to mean to have a gap here (14)? It means that the frequency, the positive frequency of potential is missing. This is one of the things that the 14 brings. It's a great education by the way to read the lines of the 14 in the Rave I'Ching. To have a sense of how profound it is.

This is a resource. It is a potential that adds power to everything because it gives everyone in the Penta greater potential, which means that if you take it away everyone begins to go flat in their relationship to what they think they can do in their job, what they think the business can do.

And there is an underlying negativity that's there. There is reason for it, because the frequency extends outwards, no capacity, it means that there is a struggle for resources. It means it may be difficult to pay you the next paycheck. It may mean that somebody has to be let go, all of those things that are there. Or this sudden recognition that this is not going to work. This is where somebody always steps in and says we should really find somebody to invest in this. And this is the moment that everybody realizes that it's not going to work.

### **A Gap is a Sickness**

It doesn't happen right away. It doesn't have to. But, it is a malaise because again remember when you're looking at Penta, a gap is a sickness. This lack of potential becomes a sickness that infects everybody. One of the dilemmas of this kind of a sickness is that sometimes it's hard for the psychology to shrug it when they leave the Penta, they can feel a heaviness and a potential depression.

This is a huge issue in people's lives and when they feel like where they are and what they're doing is falling apart or that there is something missing they begin to be concerned. And it is an infectious disease that moves through everywhere and suddenly everybody wants to have an answer to that. We're not trying hard enough, they say. We have to work longer, harder, trying to invent capacity only to be exhausted, only to be exhausted.

### **The Psychological Power of a Gap in the 14**

When you have a gap in the 14, you have other problems. You have the big question: Why am I here? Why am I here in this job? These people are very nice and I get along with them, but this is a dead-end. On the left side, on the right side, if there's functionality the Penta is being held together. There is an inner order to the life of the workspace, that the right side is there, that there is a harmonizing, a homogenizing of the auras. But there's nowhere to go with it. This is all very nice, but nothing's going on here, folks.

So, I want you to see the psychological power of a gap in the 14, the psychological power, this we don't have what it takes, the business doesn't have what it takes, the salesperson doesn't have what it takes, the boss doesn't have what it takes. Slowly but surely everybody gets blamed. No 14, no capacity, no potential, no invigorating power, no sustainable power.

You can imagine for a business this is not a good thing. 14s are a premium. You find a 14; you put them in your casebook and hold on to them. The 14 is very handy to have. And you can see why. Potential, you have to think about it in that way.

Remember something about the Penta. The Penta is always building towards demonstration, showing off, whether you want to call that PR, advertising, marketing, showing off, letting people know. But letting people know is not just



letting people know. It's carrying a frequency and an energy, the potential, the excitement. It is carrying the vitality of this force.

### **The Capacity, Potential can be Impressive**

And it's the capacity; it's the potential, that's so impressive when it goes out there. You put an ad out and the ad makes a promise. And it carries the frequency that there is the capacity and the potential to back up that promise. You take away the 14, even though nobody has ever met the Penta, they see the ad and they'll wonder do these people really deliver. Are they good for their word? Do they have the capacity?

You're some little software company trying to make that big breakthrough with the government so that you can all get rich. You've got that great vision. No capacity; they don't think you can do it, even though you could. They don't think you can do it. They don't smell capacity. And if they don't smell that, they're not going to give it to you.

This is what we're about. We're about walking in the door. The client is someone that we've given an Alpha One session to, as an example. They've given us the data, the group. You come back in and you say you've got a real problem, a real problem. What you're doing here is terrific, but it's going to fall apart because you've got a real problem. So, let's fix it. Let's find ourselves a 14.

### **Vision is a Gateway**

Okay, so let's take a step up the ladder. Let's say that you're the blessed group. You've got the 14; good for you. You've got all the potential of that wagon. And there's functionality, and in that functionality of everything else you've got this tremendous capacity that's there, tremendous capacity. It's impressive.

You walk in the door with your presentation that you want to make - the little guy that wants to get the big guy to invest a fortune in them. And you go in there with your capacity, boy are they impressed. They're not impressed with your concept. They don't want to have anything to do with your concept; it lacks vision. But they'll offer you a job because you've got the capacity. Isn't it funny the way things work?

If you walk in with both, you've got yourself a deal. Good enough presentation, you walk in with the 2/14 into a group situation, you bring with you—and remember it's a Penta situation—you bring in this power, and you've got the deal. No vision, you don't really know what you're doing is what it says. It's astonishing how many businesses don't know what they're doing because vision isn't just vision. Vision is a gateway.

Remember the uni-directional nature of the way in which Penta operates. Yet, the one place in which there is a kind of sliding off of that absolute vertical movement is what happens in the 2<sup>nd</sup> gate because what happens in the 2<sup>nd</sup> gate you get this

movement so that energy can be dispersed to the other sides, to the planning, administration. To be able to make sure that the accounting and oversight, that these things are properly financed.

Vision; it's wonderful that you've got this big strong excited puppy ready to do something, but you've got to know what to do with it. You've got to know what to do with that capacity. You have to know how to use it. This takes us to the magic of the 2<sup>nd</sup> gate. It's what makes this 2/14 the backbone of the transpersonal structure, literally. It is the place of the Magnetic Monopole. It is the place of the driver. It is the place that our direction emerges. That is, the movement towards the 7, the 1 and the 13.

It is a role that this gate plays. And it is a way in which resources are dispersed both to maintaining an eye on the past and an eye on the future while most of the energy is organized into the now and spent on the now. Vision is not just the idea of the business (we have this product, the whoopee cushion, we make them, we sell them). It's not just about that. It isn't simply about where you want your business to go; this is a very superficial value of it.

### **A Core Overview of Everything**

It's deeper. It represents a core overview of everything. It's the master plan and it is the malleable master plan. Without the vision there is no way of being able to really grasp what needs to be done and how it needs to be done. This is the root of it. This is what gives the business and all of its aspects, direction. When you don't have vision you don't really have a sense of where to go.

If you have vision, if you have a product or a service that is functioning and the business is working on that, it becomes part of the master plan to protect the potential for the future, the planning that's necessary, the investment in that, the development of a very, very secure relationship with one's customers, with one's clientele, with one's audience, with one's market, all of those kinds of things. That work needs to be done in all of those areas. That often it's just as important as the investment that you make in terms of the way in which you treat people who provide you with essential services for your business. Every business has to buy things from other services, so you have to invest in treating them well. All these kinds of things take a master plan. It's at the very core of the Penta itself.

### **Vision is Complex because of the Coordination**

And so this vision is not a simple thing. It is perhaps the most complex of all of the positions in the Penta, because of this coordination. And of course, there is a natural flow that takes place when everything is functional.



### No Vision, No Energizing of the Upper Half

When there is a gap in vision there is absolutely no energizing of the upper half of the PentaGraph. There is a deep disconnect with the way in which the business is presenting itself to the outside world and what in fact is really going on.

Like Enron, you don't know until after everybody's left town that the business, your investment, your pension and everything else is in the toilet because this gap creates a true disconnect.

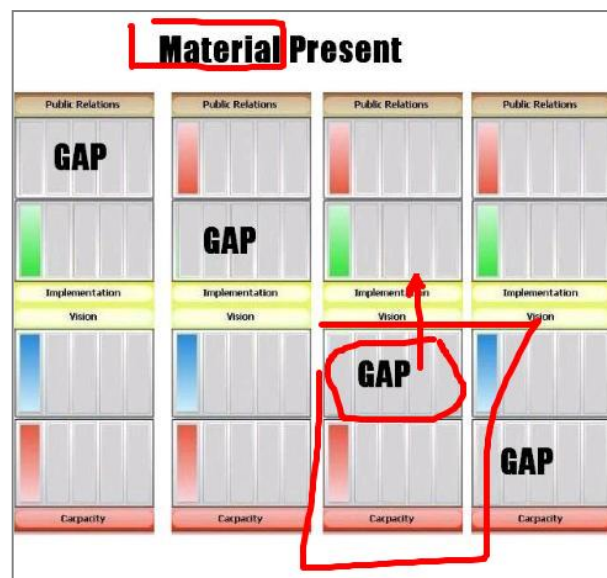
The fact is, that when you have the gapping in the 14, as we saw before, you may not have the potential, but there is still vision to guide the presentation. There's still vision that says we've got this fabulous plan for tomorrow, stay tuned, hold on, because the vision has value.

But if you have a gap in the 14 there is this huge divide and it eventually crashes. The presentation on the outside eventually collapses because it's not being backed by a capacity on the inside.

### Vision has to take into Consideration what the Actual Capacity Is

This vision, to see how deep that goes, because the vision isn't just pointed upward, that's the sense, because we talk about the uni-directionality of it. But the vision has to be able to take into consideration what the actual capacity is. This is what determines the perfection of what the vortex is all about. This is why this is really the center. Yes, it has this material labeling because it is the very core of the material directionality of the nature of Penta.

But think about what it means when you go into a business and you walk in the door and you look here and you say, "Uh oh, you guys are now lying to yourselves. You called me in here because what you're putting out in the outside world is not what you are delivering." And the person who's listening to you, their jaw drops. "How do you know that?" Well, we know that because there's a gap here. You don't say that; but nonetheless, it's that simple.



And you can tell right away. And in many cases they don't yet recognize it. They don't. There are people that will start a business based on capacity because they think that the vision will show up. We're going to learn how to be a business while

we're being a business, this kind of "we'll figure it out." It's often just an enormous waste of money, literally, just an enormous waste of money. Because of course, this is central command. This is the cockpit. This is the place where the movement of resources is spread out and it's given to everything that needs to—it waters the lawn. This is what it does.

### **Gap in the 2: Nobody Understands What's Going On**

So, get away from just thinking about vision as some kind of plan. Don't misunderstand me. Obviously, that is a part of it, capacity, vision, implementation, etc. Yes, yes that's true. But I want you to see it at a much deeper level and understand what it brings into any group the moment that it's not there. You can see that the 14 strips away the spirit of any group. But at the same time the moment that you have a gap in the 2 you have this situation where nobody understands what's going on, nobody can figure out how this is all supposed to work. And of course, obviously this is going to be a problem.

### **The Present**

Anyway, let's move along in our story, up the gap steps, so to speak. We obviously are in a different place now. We've moved away from the most deeply powerful source that is there in the Penta. But again, we're talking about the lower PentaGraph, or have been talking about the lower PentaGraph. And as such it is the foundation that is there in order to be able to establish the presentation, the model that is going to enhance the potential and the purpose of the Penta so that the Penta can be more successful.

When we have a gap out of this streaming we get to the present. Obviously, present speaks for itself, I mean quite literally speaks for itself. This is where the vast majority of businesses material resources go; that is, in maintaining the present, in keeping the doors open, in keeping people employed, in paying the bills, in doing the things that are part of the day-to-day of maintaining a business. This is what the present is all about.

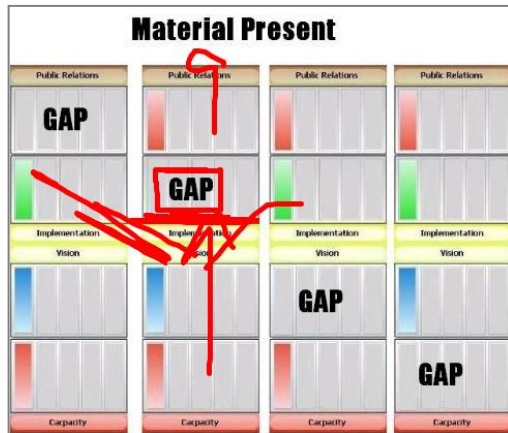
It is not investment in the future. It is not investment in the past. That is, accounting, and so forth and so on and all these other things. This is all about the necessary investment in the present. And that necessary investment is the percentage of earnings that is being spent on a day-to-day basis regardless of when the contracts were signed, but spent on a day-to-day basis in marketing and in all of these various other things.

### **Gaps: A Dam that Turns into a Flood**

So one of the things to recognize about gapping here is that again because we're dealing with this central channel system and because of its importance the moment that we're dealing with a gap in this particular position we really have a problem. And we have a problem because the fundamental direction in which the energy is



supposed to go, and that energy obviously is supposed to go out here in terms of the public presentation, the marketing, the salesmanship, all of the various things that are intended here. Instead what's happening is that there is a roadblock here.



There is a dam. And what's happening is that what is normally a trickle that goes at either end has become a flood.

In other words, that resources aren't going into the now. They're not. That isn't to say that people aren't getting paid if they have to. But the fact of the matter is that the necessary investment into the present of the office and the way it's operating, all of this is sliding off to the side.

So you end up with all of this being invested in, as an example, the planning. Things aren't going great; we've got this gap here,

so let's do a lot of planning. We're putting our capacity into research and development. And that's great if you're hired to do research and development and you didn't have to be doing marketing to get the job, then it's something that you could actually do and get away with. But there's going to be all these resources that are going to be in that area.

The other thing is that suddenly there is all of this new investment that comes in, some salesman comes in trying to sell some business software and sells you some incredible system to be able to chart the business so that you can have the best possible past record keeping, costs the company 20, 30, 40, \$50,000, when the company never intended to make that investment. And here they are with all of that great record keeping and all of that research and development and there's nobody going outside saying, excuse me, hello, does anybody want to see what we have here, because there is no implementation.

### The Business Depends on the Ability to Sell Themselves

And of course, this is immediately a dilemma. It's one of things that every business has to face. It is one of the things that every business has to face. Most of them don't like it but it's true. Your business depends on your ability to sell yourself. If you cannot sell your product, your service, your staff, your ethics, your this, your that, your whatever the case may be. If you're not ready to do that, if you're not ready to invest in selling then you shouldn't be in business. You should be in public service. You should work for some large corporation. You should be on some assembly line somewhere because this is not what being an entrepreneurial business is all about.

If you're going to be a small business you have to understand that unless you're investing in your presentation to the outside world in marketing, in salesmanship, in advertising, in the relationship that you have with potential clients however you

develop that relationship, that is the main focus of your business, because it's that is going to bring you all the rewards.

The fact of the matter is that in terms of what your business does your staff may be overwhelmingly involved in providing whatever the product or service the sales are creating. But the reality is that without those sales, without that ability to make that presentation you do not have anything. Salesmanship is one of those things that are really denigrated in modern society. We laugh at jokes about life insurance salesman and car salesman and these kinds of salesman and that kind of salesman.

There are many human beings that think of that as some kind of the lowlife version of politician, if that's possible because they're all sort of salespeople, aren't they. Well, everything is. We're always selling ourselves. We're polite about how we describe it. When you put on your clothes in the morning and you look in the mirror you're looking to see if you can market yourself correctly in the world that day. This is the nature of being. Everything is salesmanship and always has been. It can end up being bullshit, which is unfortunate. It can end up being propaganda, which can often be well rather serious and frightening. It can be a lot of things, but it is all about salesmanship.

### **Without Implementation, Resources are not going into the Right Area**

And so this implementation, without this implementation the resources are not going into the right area. Now again let's look at what implementation is all about. How do you spend the resources on making this public presentation? Do you put it all into advertising? And you simply have people answer the telephone? Do you hire a salesperson or sales staff? Do you do both? In other words, how are you going to implement your approach to the outside? What is that approach going to be? This is what implementation is all about.

A business that doesn't have this really is floundering because they don't know how to present themselves. They don't. They don't know how to stand up and say this is what makes us different. This is what we can sell. Or this is how we can sell our product. There are all kinds of people. It's the history of entrepreneurialism who have had absolutely useless products and knew how to sell it and made a fortune. And all kinds of people that had wonderful gizmos and could never sell them. You see them in the back pages of catalogs, of self-run inventor companies. The kind of thing nobody pays attention to.

### **Implementation: How Do I Reach Out to My Public?**

Implementation; how do I reach out to my public? How do I do that? Where do I invest? Do I invest in having a beautiful storefront, office front? Do I invest in the business cards that we give out? Do I invest in this or that or the other? It's many, many, many things, obviously, and many nuances in it depending upon what kind of business you're running and the way in which you need to attract your market. You may be a grocer, but it still matters the way that display looks outside in front of that



window of yours as passersby go by. If they don't like the look of the display you're not going to sell anything. It's marketing. It's presentation.

So how do you implement your resources in order to get the attention you want? If you don't have that, you don't know what to do. So you plan. You dig into things. You research. You do surveys. You check out different kinds of advertising possibilities. You send the staff member to do a seminar, all this kind of stuff. You don't really know what to do. And just because you try to figure out something, because you don't really know what to do, even if you do the right thing it won't work because it's a dysfunctional Penta and you cannot back up that implementation. You cannot.

### **Any Gap is a Sickening Process for a Business**

You're beginning to see that it's very, very easy for me to put my finger in any one of these holes, these gaps and make them into an absolutely sickening process for a business. And it's true. There is no hierarchy in that sense. Yes, we know the 2/14, blah, blah, blah, and yes there are certain circumstances. Anything in the middle, anyway, blah, blah, blah, but still any gap, any gap.

And here with this openness in the implementation, not having the imagination, literally, not knowing how to do it; and of course, not having the courage to do it. It costs money, but there's no flow here. So there isn't the courage. So many small businesses are afraid to invest the money in advertising. They consider it an expense. They do not see that it is an investment. It is their presentation. And most small businesses take cheap pointless ads. They really do; ugly things as if somehow that is going to give the right impression about who they are.

We understand something very special. We're dealing with a thing, this entity. It wants attention. It wants to put on a good show. It wants to make the best presentation. It wants to sell the most products. It wants to be the most likable, reliable customer service center. It wants to be all these things. It's why it needs to put its face forward.

### **A Business Needs an Image**

The most important thing for any group to understand is that their business needs to have an image. If you have no implementation you have no imagination for that. It's just not there. And if a business doesn't have an image it doesn't grab the imagination of the customer. It doesn't. They don't remember them. Who were they? What was the name of that company? Nothing sticks.

These are the kind of people that say, well, our service is highly specialized and people who know about what we do when we have a chance to be able to talk to them they're really impressed. Yeah, yeah, yeah. Our product is terrific. Unfortunately, not enough people are buying it to let other people know how terrific it is. It's because nobody knows that it's there. And it doesn't matter whether

you're a niche business or you're a general business or you're a street corner store, that if you're not investing in your image you're not growing as a business. You're not.

### **Business Examples in Ibiza**

I've watched this here. It's a wonderful thing actually. It's fun to watch. I've watched this here in Ibiza over the years. I've been here a long time. And it was very poor for a long time. The wealth that's come to the island is really a treat for the locals. And more or less they have used it well. It was interesting; there were a number of places I know where a member of the family decided that they were going to open up a restaurant next to whatever other family business may have been there. And 25 years ago they were very sort of quaint. They wouldn't have known what advertising, it wasn't a thing.

And 25 years later these places have been in the American expression gentrified, turned into very beautiful examples of what they once were, in a sense. And their images have been established. I see their ads occasionally in magazines here. And you can see this progression, the environments have been upgraded and the styles have been upgraded and all these kinds of things that come with the potential of being able to implement this kind of vision. Even if it's simple and even if it's a matter that it's progressive over time, the fact that when you have functionality in the Penta you don't stand still on it; you don't.

There is this natural—the Penta wants to look good. They want to have nice chairs and nice tablecloths. It goes on and on and on and on. It's part of this process. But when you have a gap here it's lost. You don't get that. You don't. And again, you run into a dilemma in which the business itself begins to starve.

### **Gate 8: Making an Impression**

Okay, let's take a look at our last gap in the staircase. After this you just sort of jump off the edge or something like that. Anyway, I have a thing about the 8<sup>th</sup> gate. The 1 and the 2 are an opposition in the wheel, my Nodes, as a matter of fact, my Personality Nodes. So, I've always had a relationship to the 14 and to the 8 because I don't have either. Being a 1-2 I have that interesting relationship. And there is a crossover between these two in terms of their codons and their chemistry, which is also something rather interesting.

I've always enjoyed the 14. As a matter of fact, it has been a bedrock of many of the best relationships I've had over time. But I do not have the same relationship with the 8, because it's an expression in the Throat and I have my own way in my design consistently to get to the Throat so I don't like the feel of being pulled to this place.

But because I've had that all my life and obviously I pay attention to all these things, I have quite an understanding of the 8. This drive to make a contribution which is



the way we understand it in Design, in the human BodyGraph. Here it's not really about making a contribution. It's making an impression. And this is something that is deeply 8, is making an impression.

It's a tremendous gift to be able to make a good impression. Often a good impression can help protect a business from problems that normally, naturally can arise, mistakes that are made, and things like that. That good impression carries a lot of weight. But it really is about making that impression.

Now, one of the things about it is that this is where the Penta is tested. This is the place of the great testing; I guess that's a better way to put it. All Pentas are tested in performance. The fact is that if there is no gap and there is this ability to be able to go out and to make the impression, that if there are no sales there's a real problem, if you know what I mean. In other words, this is where the story is told. Are you going to be able to make an impression? Are you going to be able to reach out to the market? Are you, in being able to reach out to the market, are they going to respond?

### **A Gap in the 8: No Public Face Going Out**

Now, given that there is functionality, you're going to get a relative level of success. I say relative because there are all kinds of variations. You're certainly going to be successful as a group, in that sense, because obviously if there's no gapping there is no problem. But you can see very clearly that the moment you get here and you have a gap and it's not the same as having a gap in the 1, because in fact resources are going in here. There just simply isn't that public face going out. So, the resources are going in, but nothing is happening in terms of getting out the door and really going out there and doing the work.

Let me give you an example of that. Let's say that you have somebody in the office that has to make sales telephone calls, and those kinds of things can vary whatever the kind of work that is being done. You can be implementing this. In other words, one of the ways in which you want to reach your market is you want to do it by cold calls and have somebody make those calls, so you're going to implement that by investing in that person making the cold calls. But if there is no 8 there it's going to be a failure.

And it may not necessarily mean that that poor person that was hired to do that is really that bad at it. It's just that because there is a gap there it influences the way in which their job performance is going to operate and it's going to be a disaster because there isn't this capacity to really make that public impression. And making the public impression is something that is one of those things that has to be implemented no matter how it's working.

Somebody that gets on the phone, not a salesperson, not a marketing person, but somebody that gets on the phone to confirm that a client has received something or to check in with them and ask them if they need any help or if they need any upgrades, this kind of thing, which again is part of marketing, part of the publicity,

part of creating an image creating an impression about the quality of your group that everybody who comes in contact with it likes it, likes the feel of it.

I deal with a lot of businesses. A classic example of dysfunction in a business, I had somebody come last week, a small thing that I wanted done, take a look at it, tell me that they were going to come Monday this week, Tuesday the latest, and they were going to bring me a quote, and so forth and so on. Well, it's Friday and I've never seen them again.

This is the kind of thing that becomes a disaster for a small business because of course I'm not interested in using these people now. I'm not going to go through that whole scenario again. It's just bad public relations. And it means that there isn't somebody there who is really implementing that, who is really bringing that out, who is really making the contact, who's doing the work.

### **The Spine of Group Function**

And of course, this is something that again you can see that everything about our discussion today is highlighting, it's building up the basics for you, it's highlighting this central system and what this central system is all about. And that you can see that this is the spine of any group function. It literally is. This is the spine.

It's not enough by itself. It really isn't. It doesn't matter if you had all of this. You have gaps in everything else and you've got a horror story, despite the fact that there is this impression being made with capacity. The fact is that all the other things aren't there. And if all the other things aren't there it still means that this will be nothing more than a hit-and-run business, sell you something and never deal with you again.

No, it's not about that. But it is about seeing that it is the spine. And of course, it helps you to understand that part of my work with you is to reeducate you. You've been raised with seven centered business concepts. And this is a different way of looking at groups and looking at group interaction and understanding the way in which the group interaction is something that is both manageable and deconstructable, all of these things and all of this obviously within this context. So, we're looking at things in a new way. You're looking at business in a different way.

### **The Center of Business Potential Success**

The fundamental themes remain the same, we know that. It's there in the language. However, this is the center of any business' potential success. So, if you're going to run into gapping, you can have gapping left side, right side, upper, lower. And obviously yes they're going to be an illness. They're going to be a problem. Next week we'll see. Any detail you'll see. Any gap you give me I will show you how unfortunate that will be. However, that said if this is in place then you know that at least you're dealing with a client that is going to be able to pay you, that's going to be there tomorrow, that's going to be there six months from now.



And it says that you have a chance to be able to do the work with them. But if you see a client and there's a gap here and they want you, and please understand, I don't mean to be offensive, but in the long list of business consulting priorities anybody who is ready for us must be desperate, because they don't know what we are. And if they're ready to use this or ready to use any esoteric approach to business that you know that they've got real problems. You already know they have problems. There are going to be exceptions, I know that. But the fact is still you have to understand that there are going to be problems there.

### Gaps in the Central System

If you see the problem here in the central system you have a big problem. Get a cash deposit (laughing); no joke. Because you have no idea, you really don't. If there's a gapping in the 2 or the 14, you have no idea whether they'll be there the next day. If there's a gap in the 8 or the 1, you don't know whether they'll be there the next week or the next month or whatever. It's just a difference in scale; but nonetheless, it's very unreliable.

So, it tells you right away when you see all that's in place, you go into a business that's in place, you know that you can deal with the potential that you'll have the opportunity to do engineering to be able to fix the problem in the business, to bring functionality to the rest of the Penta by being able to fill in the gap. However, if the gap is here then you have to deal with a client with urgency, urgency.

I never have any trouble telling people the blunt truth or at least truth in the sense of what I see mechanically. I don't think they're ever truly shocked because they know anyway, you know anyway. If this is your business and you've got a gap in the 8 you know anyway. And when that client gives me this to look at, I walk in the door and say look maybe you should find another way to do all of this because this is not going to work for you and it's going to collapse soon and you're wasting a lot of resources.

### Different Ways to Make Money

There are many options, as you will see, that are open to us in terms of our consulting. Penta isn't the only way to make money. There are other ways to make money. The fact is that working alone, working in partnership, working through networks, all of these or other variations, working in a large corporation, all of these are different ways in which we can operate on the material plane.

You can go into a situation where it's dysfunctional in this central core and the recommendation you have is change the way you operate your business. Instead of operating as a Penta, you keep your secretary assistant and send those two people off over there to work from their houses and set this up as a network and change the dynamics completely. And again, that is the kind of thing that can really make a difference. If you have a gap in here this is really a problem.

## **Emergency Hiring**

The other side of that is that this is deeply serious and if you don't find somebody very quickly to fill this gap, you're not going to be able to hold this group or its potential together. So, one thing we can do is go into emergency hiring where you immediately look for somebody. And of course, this is quite a challenge when you're dealing with a business that has a gap in the center; they're not that enthusiastic about new expenditures particularly the idea that they're going to hire a new employee and somehow miraculously that's going to make a difference when they see that is just another expenditure.

Nine times out of ten, they're not normally that wise; nine times out of ten the best solution is to break the Penta up and save the concept if the concept is worth saving. There are, as you will see as we go along in our work, there are many different approaches.

## **The Core is the Center of Any Group Success**

But what I want to leave you with today is what this core, how profound this core really is. It is the center of any group success. And problems here are problems that are deep, are problems that are costly, and rarely can a business survive them, rarely can a business survive them for long. Survive them it cannot, but sometimes it can for a while.

Yeah anyway, we will move on next week and we will be covering the logical left side and take a look at that. And to all of you, it's a pleasure to share this with you. It's always nice.

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## Lecture 7

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### Inner Flow and Future

Hello to all of you and to those of you that are downloading. And we continue now in our journey. Again I caution all of you that this is the beginning of a long process. It is a year and not to be in a hurry. It is very important that we go through the basic configuration before we get to all of the things that we can do once we have the foundation of Penta.

### Everything is Rooted in the Penta

But remember that it is so much a part of what—everything is going to revolve around Penta in the end. Being able to do business profiling and being able to do what is the real specialty of a BG5 analyst which is to do comparative analysis and comparative analysis across three fields, to be able to look at the individual, to be able to look at the individual within the Penta and to be able to look at the individual within the OC16. In that way to begin to grasp the potentials of that particular individual and what is possible for them.

And everything in that sense, working with managers or owners in being able to provide them with the consulting that they need and the guidance actually in order to be able to handle their particular Penta, to handle the specific personalities, the designs, we have such powerful tools of insight in the work that we do in terms of the nature of people and particularly in our understanding of the not-self that there is an enormous amount of information that we can apply.

But again, this is the basis upon which the future of this knowledge is rooted. That is, it's rooted in the Penta and in understanding the nature of the Penta because in the end it doesn't matter how well-equipped any individual is. It doesn't matter how well-equipped a manager is, if they've got a dysfunctional Penta you can help them slow the death but you can't stop it. In the end it doesn't matter how good the individual is. It is ultimately going to be a matter of whether the Penta is functional or not.

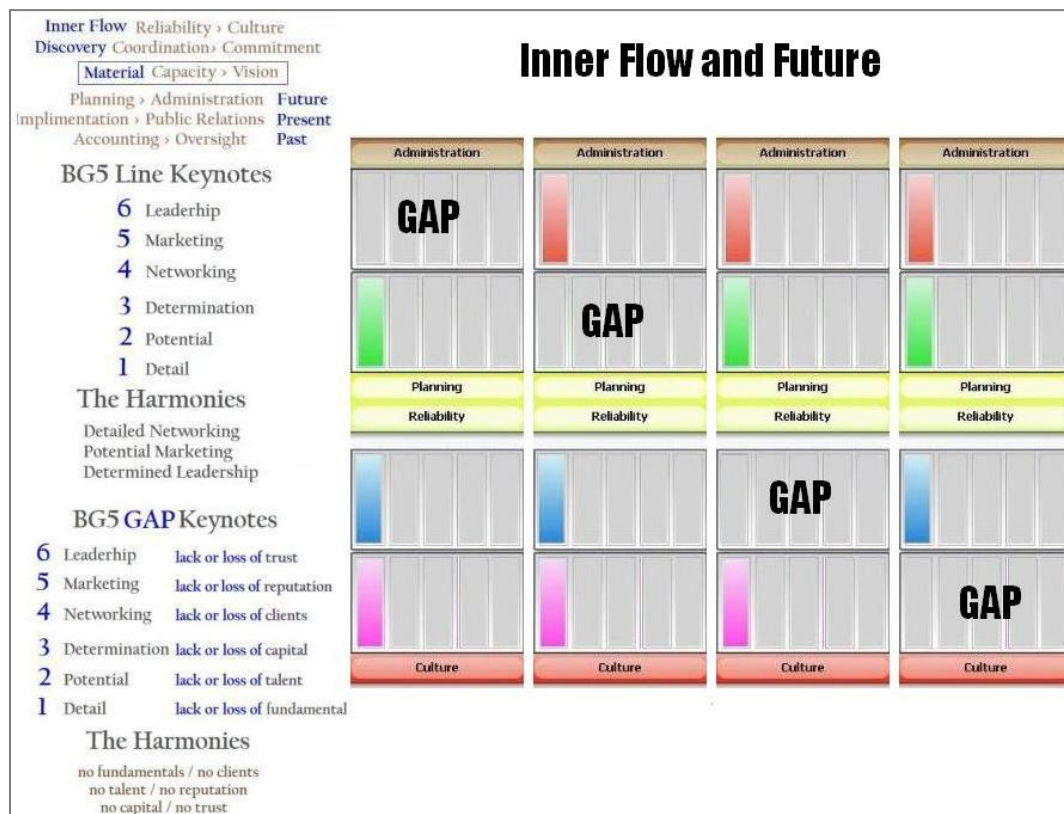
### For the Penta a Gap is an Illness

This is the deepest and most profound lesson to be learned in this knowledge. And it is something that—again, I make the analogy and it is an analogy that is a very, very powerful one to simply just accept. And that is, that for the Penta, if we can personalize the Penta in this way, for the Penta a gap is an illness. It's an illness.



This is not a potential as a hanging gate is in a human being. It isn't an opening to the seductions of conditioning and this and that and all the other stuff that we know. It isn't. It is not natural. It is not natural. There's something wrong.

The moment that any one of these areas has a gap, there is something wrong. The dilemma for us is that we see this always within the context of the small group. Remember that the original construct was really an OC16, or a Wa in that sense, that is for many millennia the birthrate that was normal in bonded pairs produced anything from a dozen to two dozen offspring, whether they survived or not is another story.



In other words, there was this ongoing process of always making sure that the gaps were full. The more children you had the easier it got. In many ways the wealth of so many of the ancients was rooted in their progeny. It was rooted in their children, because their children were laborers as well, all of that was built into the original business. We see it within a component of the OC16. That is, we see the building block. We're looking at the building block of all trans-auric organization; that is, the Penta.

### **The Beginning of the Dysfunctional Family**

And so, gapping within the single Penta itself unfortunately ends up being a rather commonality. The fact is that as the family size has reduced, as the education and technology has created the opening up of small group successful enterprises, material enterprises, that you have a whole new phenomenon in that sense that emerges. That is, the family has basically been dysfunctional probably for about the last hundred years.

You can measure it in terms of the collapse of the three generation family where you grew up in the house of your grandparents, the parents, grandparents, everybody living together. When the three-generational family began to disappear, because in fact obviously it has not yet fully disappeared in the world, but of course we're just seeing this as an evolutionary process, the moment the three-generation family disappeared is the moment that the gap phenomena began to arise.

And of course, all of this is really a death knell in that sense of the construct in one way; in other words, what happens to us as a byproduct of having smaller and smaller families. It's very interesting when you look at the studies that have been done. There's a very, very different way in which you grow up, if you grow up where there is a large family. That is, to keep it reasonable for most of us of our generation or time, even a two Penta family, that is, a family that has four children, two adults and four children, because that automatically creates the dynamic or the potential for the building of two complete Pentas. And divisions will exist.

### **An Organic Way of Eliminating the Gaps**

One of the things that happened organically in families is that the way in which siblings would group, the way in which the family would bond because of course being a large family it would group off, this is where there would be this organic way of eliminating the gaps. But, we don't have these families. We don't have regularly speaking—my father was one of 14, I think. At least 11 or 12 survived, but I know that sort of and I think that there was more. I think there was something like 14. This was the norm for thousands of years. Again, not necessarily equating that with actual survivability; that is, birthrates were much higher, a lifespan was much shorter, and life was much crueler in that.

But nonetheless, you need to keep it in mind. That is, you have to see that we're dealing with what is a problem that has emerged in that sense, if you look at it from the family point of view, a problem that has emerged with what is the beginning of the breakdown of family as we understand it, reproductivity, as a matter fact, as we understand it.

What it has done is to open up a great deal of opportunity for those of us in that sense who understand the impact of what single Penta means. In other words, single Penta immediately brings into the equation the whole phenomena of gaps and if the gap is there, there's the problem, that's what's going to be in the way of success. And that is the thing that has to be dealt with. And of course, it gives us a



tremendous advantage in being able to see the viability of how various groups can be organized in such a way that they can be effective.

### **It's Easier to Grow Functionality than to Inherit It**

It's easier to grow functionality than to inherit it. And again, this is something to really see. In other words, it's easier to start off with two or three people, one ideally, and build a Penta. In that way you can truly control the way in which the ultimate Penta is going to be imprinted.

When you inherit a Penta you inherit a problem. And it's not always easy to eliminate that problem. That is, it's not always easy to let somebody go because there is no real reason to let them go, if you know what I mean. It isn't always easy to find the right person to fit in or whether or not there seems to be even the possibility of affording it, all of these things that come in as a factor.

We have to keep our focus despite all the other things that are very interesting. I want you to keep in mind, because again we're going through each of these one by one, these are real sicknesses and you can be a real healer. That's the point. And it is not something that you need to have a microscope to see. And you don't have to be a rocket scientist to figure it out. It's right there. That's the easy part. It really is. This is the easy part.

### **Penta Illness**

So, let's take a look at Penta illness. Let's take a look at Penta illness as it impacts what is the logical inheritance, which is probably the best way that I can call it. After all, again this is not a BodyGraph and these are not channels and these are not gates. This is a swirling electromagnetic field with densities, with specific relationships to each other and all kinds of odd things. This is not anything like what we understand as a form. For us forms are concretized. This isn't anything like that.

So again, we have to see that what we call a gap is a sort of two-dimensional static kind of a whole or something in the way. But when you think of the entity for what it is, that is, this kind of swirling cloud, if you will, sort of, if you know what I mean. That gapping in it is something that is like a wound. It's a problem. It's a real problem. And it's a constant burr in the side. It hurts.

### **Pentas are not Alive; It can't be Killed by a Gap**

You need to get that to understand it. It's not the way it gets translated through our relative consciousness to all of this, it doesn't. But again, as you can see, as you will see over and over again that the moment you point your finger at what the value of the gap brings is the moment that everybody nods their head and says, "Yes, this is our problem." And it's more than a problem for the Penta. It's a wound. It can't kill it. It's one of the things that's so cool about Pentas. They're not alive. Isn't that

cool? They're certainly not alive in any way that we understand it. It's quite something to think about.

### **Ra's Dislike of Penta**

All right, there's a part of me that really doesn't like Penta. I discovered that when I did Rave Cosmology and I focused on the potential of a conscious Penta. And there were a few classes that I did that afterwards I was very uncomfortable right through the night. It is a very powerful thing that is not alive. And it's not aware. It's a mechanism. That mechanism simply does not function properly when there is a gap. And everyone connected to the mechanism loses a level of their potential because of that; of their unique personal potential.

### **Measuring Performance**

If there was a way to really be able to measure performance in the workplace, and there's all kinds of things that have been tried, but if you take one person and you give them a task to do in a Penta that has a gap and at the end of that week you measure their performance. And then for the next week you put them in another Penta that is functional, you give them another task that is equally difficult, taxing, whatever and you put them to work at that task for a week. Their performance is going to be so much better, so much better in the functional Penta; their personal performance.

Because what is happening is that the Penta, as a mechanism in its absorption process, is taking in all of this data, information. And the moment that there's a gap here, it doesn't work properly. It just doesn't. There's something wrong. It's like the dog trying to find that thing, that flea that's after it. There's something wrong and it can never really keep its mind on anything except that damn flea.

### **The Simple Cure**

This is the most important information that you get as you enter into this process, is to understand how profound this is and how in a sense, simple it is to cure. This is **the** revolution waiting to happen, because you can. And you can take the average worker and you can transform the average worker not into Superman or Superwoman, but the average worker into a worker that is competent, reliable and efficient, and happy in the workplace. Hey, that's okay. You can take the average salesperson and turn them into a terrific salesperson. It's the same person, same basic skills. It's just the Penta.

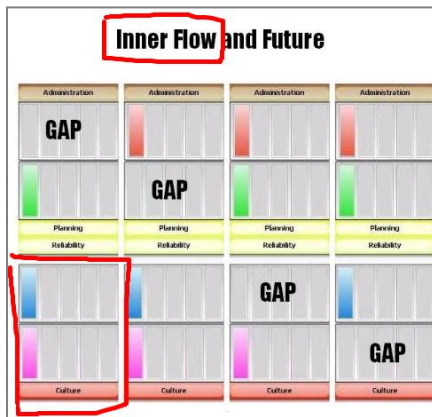
What is the difference in the generation that is raised from a family that was functional and families that are mostly dysfunctional, what advantage is gained in all of that? There are advantages. So, this is where our key is. There are many things that you're going to learn this year that have to do with dealing with the individual, things that are both very important as knowledge to share and very valuable in terms of your work as a professional.



The ability to be able to shape and style and be able to guide a manager, an owner into being able to operate at their best efficiency, and to be able to get the greatest productivity out of the group of beings that are working with them.

And that focus that is there in providing a business profile analysis through comparative analysis for anyone working with single beings, which is usually the way that you connect in this whole process, I don't want you to forget what this is all about. What you're really here to offer is what you could provide to any group because this is where we can transform the way in which a business operates and transform it in a way that in the history of the material way has been unknown.

### Inner Flow



I left off somewhere on my ramble, beginning to talk about the logical information that is here in the system. And one of the things that we know certainly about this is that there is a deep relationship here, and a deep relationship to the way in which we understand the logic of these the way in which we understand it generically or generally in the BodyGraph itself.

But the first thing that we need to deal with is inner flow. And obviously in dealing with inner flow we have to see that we are dealing with something that is universal.

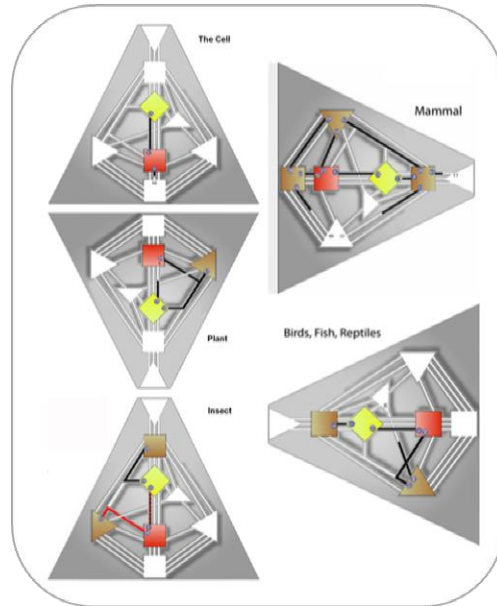
### The 15/5 is the Center of Life

As a matter fact, it's one of the mysteries of the Wa. The Wa and the inanimate object are the only forms that don't have a relationship to the 15/5 as a whole or to the 15. The 15/5 is the center of life. It is the primary life force. It is the cell. It is the first life force. And of course, that life force is in everything.

As I said, not the inanimate; it only has the potential of the 25<sup>th</sup> gate. But it is there in the cell. It is there in the fish and fowl and the insects and the mammals. It's obviously there in humans. Plants are interesting, because plants have the 15 not the 5, which means that they are a cross-speciel connection. That is, their crossover connection is what opens them up to everything else and plant life becomes the bedrock upon which all of bio existence lives.

## Penta Hooks into Humanity through the 15/5

Because Penta has the 15/5, this is how Penta hooks into humanity, through the 15/5. Because when Penta builds Penta on Penta to the point of reaching the Wa, OC16, there is no 15/5, and we've entered into something else. So, it's interesting to think about this 15/5 in a way outside of, or transcendent of, our business approach and simply to grasp it as a very, very important mechanism for the Penta because this is where the Penta shares, in a sense, the whole plane of life. And it's only natural that it does so. After all, it is a great navigator, **the** great navigator of the material plane.



## The 5: Culture

When we bring it into the context of the Penta itself, and I'm going to begin over here, culture. It's such an interesting thing about how it is so natural that the moment we enter into our first trans-auric grouping, that it's necessary to establish a unified culture. And of course, we understand that when you see that extended. The Pentas ultimately become the Wa. You have five Wa's together and an Alpha and you end up with 81 which is the basic gene pool. And from there you keep on building.

All of this carries with it this cultural dynamic; in other words, the way we keep our house in order, the way we all live under the same roof whether it is the tribal roof or the office roof, or whatever the case may be. We've seen extremes of that that arose in Asia as an example in which the development of a certain cultural style and the way in which people work together, the aerobics in the morning and tai chi and all of this kind of stuff, the development of very specific ways in which the environment operates.

## Pattern and Ritual

But most important in that is the combination of two things, the combination of pattern and ritual because this is something that is very important. If you're a group and you don't have pattern and ritual you've got a real problem. First of all the pattern, what the pattern brings to a group is that it brings security, security. In other words, you have eliminated chaos. So you go into an office and at least on the surface it appears that everybody has their place, everybody has something to do, everybody is doing it, there is a pattern that is there. And they do it all in a certain way.



And of course, it means that when you lack culture you're spending a great deal of time trying to get people to work together. You're trying to get them to work together in the same pattern. But there is another side to this, and the other side to this is ritual. For example, small groups that have their Monday morning meeting. This is a ritual, a ritual.

The pattern is the way in which the mundane operates within the office. In other words, the way space is allotted, the way in which the process goes, how the door gets opened and when it gets locked and who looks after this and that, and all of these various things that are there.

But ritual is something that is very important because ritual is a key for maintaining focus in a group. All groups need their rituals. It may be a special coffee break on Fridays, for example. It could be that Monday morning meeting. Whatever it turns out to be, those rituals that are habitual, because of course they're not once and then not again, they are the kinds of things that are worked in. And it's one of the things you do with any business.

Again, everything that I'm teaching you about, what to see when it's not there is what to ask when it is there. You go into a business and they've got their culture. And one of the things that you can talk to them about is what kind of ritual, what kind of punctuation do you have in your week. You have regular meetings? Because these are things that you get to see; if it's there, it's there.

And they're going to say, "Yes, yes, well yes we do, of course, we have our meeting here." And again, these are conversational things. These are things that allow the other to see that you see, because you do. And of course, when it's not there you know that you've got an enormous problem. And because we know that this is a unidirectional system and we know that the 15 above is not in the G zone at all, we know that the variability of that 15 to do its work which is to pull the aura together in the first place is that this is not something that gets carried across.

### **An Inconsistent Penta**

And so you end up with a real dilemma. In other words, you end up with a lot of chaos in the office and what you're going to have is a very, very inconsistent Penta. In other words, it's not always going to be a Penta. There's nothing to hold it together. There isn't. And of course, this is going to be dilemma.

So I want you to think about the culture from the two points of view: to see the importance of the actual work ethic, the way the work is done, the pattern of it and to also understand the need for ritual.

### **No 5**

Now of course, think about the situation where you go into a business and there's no 5. And it's not a problem you can solve right away. They may not be able to afford

somebody. They don't necessarily want to fire somebody and replace them with hopefully somebody that can fill in the gap. You need to help them out in order to get them to a point that they recognize that they've got to do something or it's going to fall apart.

Usually when you enter into a group and there's been a gap there, the group already is beginning to disintegrate. Everybody in the group is thinking somewhere in their thoughts about where else they could go and what else they could possibly do.

Again, it's the material plane. You hold on with hope in the material sense until the last minute, but in fact the moment there is a gap in the group, there's always that that level of uncertainty that leads to those kinds of thoughts and, of course, eventually that affects the spirit of the way in which the group operates. Particularly that's true when you don't have the 29<sup>th</sup> gate where you have this harmonizing effect that is so important to be able to keep people working together in a way that is very efficient.

So, it's an illness. And of course you see what happens then if it's not there. Then the resources are going in that direction. The manager is under enormous pressure to try to hold the group together. And it becomes the manager's problem. And because it is a gap, which means the manager can't solve it means the manager loses face, in the Japanese sense of the word, the manager loses respect in terms of the way in which they're regarded by others because the manager keeps on saying we've got to do it this way, this way, this way and this way, and nobody is listening because there's a gap there. It's there.

It is normal when there's a gap that you put your focus on it. It doesn't mean that helps. It just puts resources in that place. It becomes that flea that distracts you all the time, distracts you from the work that actually is intended to be there that isn't being achieved. You can't get a quorum. You can't get everybody together on the same thing at the same time. You can't pull it all together because you've got a gap here.

## **The 15: Reliability**

### **The 15 is the Initiating Force**

Obviously, from the discussions we've had earlier about the 15, the 15 in a sense is the initiating force of this whole phenomenon. This is what it does. And it is its inherent ability, its inherent magnetism to be able to draw from the auras and then to literally pull them in. And it always means that the presence of somebody that has the 15<sup>th</sup> gate who brings the 15 to a Penta, to understand their importance in any group.

And what I mean by that is if you're a manager and the person that holds your Penta together is unhappy I would pay real attention to that because after all it's their frequency that holds it together. And if they begin to sour, the frequency begins to sour even though they're being held together. And the holding together can be



anything. It can be imprisonment, if you know what I mean. It isn't just necessarily wonderful. Again, it will depend on the configuration.

## Reliability

Reliability is to be understood in the deepest sense. And what I mean by that is the reliability of being able to maintain the Penta itself. Without the 15 a business truly has no future. It doesn't. It doesn't matter how long it's going to take, but it really doesn't have any future because it can't survive. It certainly will not survive in that configuration. There are going to be those who will just simply go and somebody else will come in and maybe they get lucky.

One-third, I think, in the United States, one-third of all small businesses fail within the first 18 months, one-third. I think there is only a third that actually survives three years. It is a cut throat process. And everyone is out for their material well-being.

And what we can offer in terms of group dynamic can do something in terms of that incredible statistic because this is gaps that do it. Do not under estimate what a gap does; don't. Like anything, yes there are all kinds of variations. There are companies that live off their gaps, literally. But there is always a sickness in the business and there are always resources that are wasted.

But the 15, I can imagine a group that has a gap in the 15 and their job is to teach people how to be reliable. That's the kind of absurdities you can get. It's something to grasp about it. You see, if you can't reliably hold the group together, then the group has no future. And it's that simple.

## Tantric Channels

For me, when I first began to lay out the mechanics of the BodyGraph, the channels between the G Center and the Sacral Center actually had a generic term. They were called tantric channels, a term that not everybody sort of registered with, but nonetheless the empowerment of the Sacral identity, the empowerment of direction and love which is the relationship between the Sacral Center and the G Center in terms of the BodyGraph.

## A Gap in the 15

When you look here in this relationship with the gap in the 15, the very essence of this power is lost because this is the great power. This is nothing against the 2/14, which is the landscape of the Wa and the 46/29 which is the human experiential process. For me the 15/5, because the end of its run is in the Penta, is really a Penta thing. You see, the Penta is just a larger cell than the cell. It really is. That's why when there's a gap there's really a problem. There's a problem in this greater cell.

So, no 15, there are big problems. You walk into an office, there's no 15, you say to the person in charge, "Look you are on a very, very fast ticking clock because you've got people that are ready to go and you've got an organization that's going to fall apart." And they know. You have not been able to set any kind of control for them. That there is no pattern in all of this, that it's not reliable, they're not together. You can't hold them together in the work. You can't get them to work successfully together. Yes, yes, yes they know it's true. And how easy to solve the problem, fill in the damn gap.

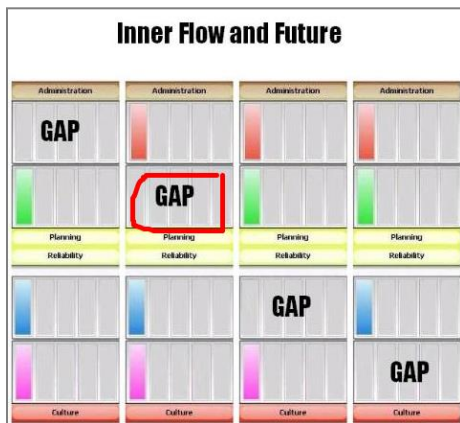
### The 15/5 and the 7/31 are not related to Each Other

Obviously, when we go above, there's no relationship directly between above and below. There really isn't. Even when the phenomena of the 15/5 as an energy system is filtered through the 2/14 and slides off through the 2, in that sense, and slides over to the planning, to the 7, to the 31, they're not really related to each other anymore. They're very different. Again, to try to break the sense of too much continuity with what you see in the BodyGraph itself, in the human BodyGraph.

Obviously, they are related. There's no question about that. But I don't want you to have a sense that as we have in the BodyGraph that they are this force that finds its expression this way. This whole business here is all about expressing these three models that Pentas must express. I mean that they must express. If they cannot express a model there is automatically a problem because they're not going to be received properly. Pentas are always being watched by other Pentas.

### Planning

So, what do we have? This is planning, planning. For me, the future is what a business thrives on. You can never, never not plan as far as you can. It is really



about being able to maintain the unidirectional momentum because that's what it is. It's an ongoing process. No product, no service is designed to be static; new, new and improved, new, new, new, new, newer and improved. It's never designed to be static. It's an ongoing process.

And that while you're focusing most of your attention to what needs to be dealt with in the now, that is, the bread-and-butter issue of the prana in and out, that at the same time you have to be able to plan and you have to be able to have the resources. Now, planning is also

research and development. It's not just about planning schedules and these other kinds of things because that's a part of it, too.



Obviously, we're dealing with what we see in the Rave. We're looking at the Alpha after all. We're looking at a design of leadership in that sense. And everything about the upper PentaGraph is about roles. There are leadership roles here in these particular places, this administrative role that we'll look at in a moment. That is, being placed in charge of certain things within the Penta itself, being given responsibilities.

## Research

But you have to see the planning is also about research. Research is one of those things that is very important for businesses to do. To be able to understand the marketplace, to be able to understand what your customers want. It's not just researching your product or service; it is about the ability to really investigate your market. And of course, this is where the business acumen is. I mean, in a sense it's serendipity to have something that you're lucky enough it seems to work, but to keep it working.

I remember what it was like for me. It's nearly 21 years now. To be able to keep it going, this is really something. And it is all about staying ahead of the now, because you've got to have a place to go. You just can't rely on what seems to be working in the moment. It's like anything else, things go stale, and people want something else. They want more; they want better, all the things that go in the process.

## A Gap in Planning

So imagine what it's like to have a gap here. These are the businesses where there is no tomorrow. There is only the grappling along from one moment to the next with no idea of where to go and only suffering if what turned out to be hot suddenly turns cool and they had nothing else to offer. And they don't know what to do.

And it's not just to the general planning of the business because this is an organic entity, that each area within the group, that each area has to be involved in its own planning. If there's no plan there's no future. If there's no future there's no commitment because future means you're going to keep your job. Future means there will be a job to keep.

When you have a business that doesn't have that 7, nobody knows for sure if the job will exist in a year; nobody, they really don't. Even if it's a success, because after all the 2/14 and the 8/1 may be there and all of that is pouring through and there are resources coming in. Gaps are sicknesses that slowly become diseases that eventually kill you, kill the business. What a dilemma. And there are so many businesses like this.

You see, nobody knows what role to take. Nobody knows where to take the business. You walk into this business and there's no 7 and you sit down and you say "You've got no future because you have no plan." And they'll look at you with big wide eyes; because of course it's true.

One of the problems is the flow of capital. What happens to a small business when it begins to succeed? It wants to enjoy the money. It takes discipline to be an entrepreneur. I put up to 70% of my income back into the business for about 10 years. It takes discipline.

But the tendency is to want to enjoy the benefits of it, the dividend that can be pulled off the first fruits of one's labor. But you're stripping away your future. I don't mean to say that you can't enjoy a little treat. Treats are nice for everyone. But if you invest in your own future, you will see that it pays enormous dividends down the road, much greater than you're going to take from that first flush of having something that seems to work.

And what happens in a business that doesn't have this, is that there is no sense for that. This is working; let's get on to the next thing. Let's be ready with the next thing. This is how you grow. You invest in it. We'll get to see that this has so much to do with the right side of the graph, particularly the 33/13, the whole accounting area, how to understand how to make money. Because it's more than just having something that you can sell and make a profit on because if you're going to be a success you have to have a future, you have to create that future as you go along. It's very exciting when you can do that. It's very exciting when it can be realized.

### **Administration: Encourage Trust**

And finally we get to the top of the landscape and we get to expression and demonstration, the face that the Penta puts out. This is the administrative face. This is the face that looks after the business. It presents itself to the outside world. This is where you see the nature of the discipline within the business, the chain of command, on the efficiency of the business as a business. But more than that, the goal of the Penta through administration is to encourage trust, trust.

This is a very, very important theme. It is obviously one of the basic themes that is there in the keynoting in all of this stuff. But trust is something that is really what this aspect of demonstration is all about. You can trust us; look at the way we do business, look at the way we run our business, look at the way in which we work at finding solutions and developing new things, blah, blah, blah, all of this. You can trust in us because we are professional. And we're going to be here tomorrow. You can tell we're going to be here tomorrow, because we're already planning for that tomorrow.

And you see, this is something that is just—it's like the corporate brochure that isn't selling anything other than the image of the corporate entity, selling the trust in us, selling our professionalism, selling the fact that we care, that we're concerned, that we're looking into the future, that we're working for you, that we're growing together, blah, blah, blah, on and on and on.



## The Impression of Trust

Penta shows off. And so when you look at any group whether you realize it or not you're going to be taking three different impressions. And the impression that you take in here, whether you find the product sexy or not, or the service, or whatever, whether you are turned on, when you're properly impacted and impressed, you also want to know whether you can actually trust that they're going to deliver. And this frequency that is given off here adds to the power of what can be expressed here. It's Penta doing its trip.

## A Gap in Administration

So a gap in administration, oh, that's not good because no matter what you've got somewhere else running up the middle and getting out and expressing itself, because you have a gap here it means this demonstration is not there. It means other things, by the way. It means that the business itself is poorly administrated, poorly administrated. And of course, if the business is poorly administrated it could mean that the very things that are being planned for are the wrong things to plan for because it's being poorly administrated.

There seems to be a lack of communicating skills. There seems to be a lack of discipline in the way in which things operate. A client calls up because they have a concern about something and the administrator says you can trust me, I'm going to have George give you a call, and George never calls. Ah, the gap. When a Penta sees a Penta that has a Throat gap, a Throat zone gap, that's like what you and I do when we see somebody that's handicapped, really. Think about that.

So, it has a deep impact on the other. There is a certain suspicion. It could be overcome by the marketing, but there's going to be a suspicion. These people may not be trustworthy and they could be the most honest decent people. And the moment that there isn't this sense of trust, there is this wonder about well, is this thing really what they say it is? Can it? And of course, what that means is in the end they don't have the success that they could have and they're always going to have internal problems because of it.

## How to Engineer Success

Gaps; this is the story. And every single one of them gives you an entry point. It really does. It gives you a place where you have command over the situation because you can see so clearly, so obviously what the problem is. Again, our dilemma is: how do we engineer this to success. There are certain things as I said that we can do to help compensate for a gap for a limited period of time, a Band-Aid on a dike that's about to explode. It can only hold for so long.

## Two Ways to Fill a Gap

The fact of the matter is that there are only two ways to fill a gap. You get rid of somebody who is not operating well within the group who was ready to go anyway because the gap is breeding that and there were problems in the relationships that it emerged so it was somebody who's a natural to leave, then you have an opportunity to hire somebody to bring somebody in that will fill not simply what this other person contributed, but obviously to fill in that final gap so that you can have functionality.

The other thing is that you have a situation in which given that you have reasonable fluidity, that is, not too much functionality, let's say a single gap as an example, that's a situation where you can go in and say look, hire another person. This is the easiest way to deal with the problem. Hire somebody.

Again, as you will hear a lot more about, the engineering process requires a lot of patience because of course you're looking for not a single criterion anymore, which is normal in hiring, but we have dual criteria. They have to be able to do the specific job at hand and at the same time they have to carry activations that are going to be valuable within the group. So obviously, it is a more complex matter to be able to find the right talent to fit in those situations with the aspect that is going to make it work.

## The Ideal is to Build a Penta

As I said, the ideal is to build a Penta, to build it, to have an ongoing process where you build a Penta to functionality. But the moment you walk into any group and you see that there is a gap there, this is life and death. And whether they believe you or not, whether or not eventually you do your work for them or not, tell them the truth so that when it does fall apart, they think of you because you are the only one that told them truth. Tell them the truth, because you see when a gap is there it doesn't matter.

The worst ones are the ones where you've got the 2/14 and the 8/1 and there's a gap or two elsewhere and they're just lost in the now and they end up not being able to recognize what a profit actually is, end up spending more money than they can afford to, eventually end up in problems.

## Gaps: Entry Points as a Consultant

But because there is no obvious cash flow problem to begin with they're blind to the fact that their business is going to fall apart. When you see a gap, this is your entry point as a consultant. And it is very important for you to understand. Telling the truth is a risky business. I know I've been doing it a long time now. You tell people the truth about themselves, their situation, this or that, yeah sometimes people are ready for that, and sometimes people are not.

But I want to tell you something, when you see a gap, because it is so easy to see and so easy to interpret, it's absolutely essential that you lay it out on the line



because that's the moment where that manager, that owner, whatever the case may be, that's the moment that they understand something about you, that you've actually seen what's going on. This is the best possible environment for you to be able to do your work is to be trusted in your professional capacity. And that is the immediate indicator of it.

All right, well that was a good one. I enjoyed that. Next week we'll take a look at our third and final grouping and then we'll get onto some other goodies.

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## Lecture 8

### Discovery and Past

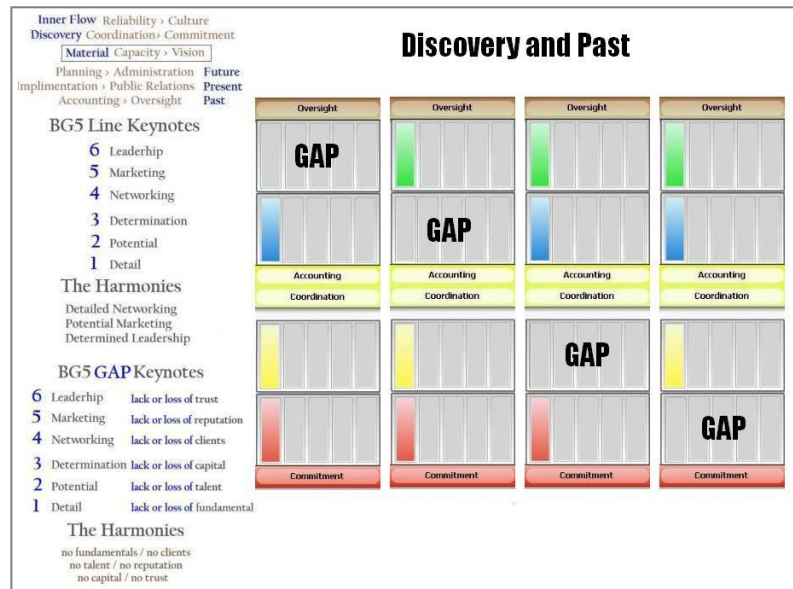
Okay, we complete our deeper look at structure here and we're with our Discovery and Past and let us get into our illustration.

**Comment:** In our summer school this year it was you and 15 participants – kind of OC16.

That was true, I remember that. That was interesting. It certainly is an ideal teaching group, there's no question about that. For a teacher to be the Alpha to three Pentas is very powerful. I assume that it's probably an ideal in that sense. What I found about teaching in the Penta itself is that it is very intense, not simply for me, but for everybody involved. It's a very intense closed-aura process. Whereas OC16 is much more—there's a little more breathing space, in a sense, because there are so many more people. It's a very different kind of learning process.

### The 46/29

But anyway, let's take a look at the right side of things, at least from the point of view of the Penta. Where I really want to begin is to start our look over here on the far right. These elements that are here, these zones that are here, carry with them some incredible things. I find the 46/29 is one of the great special places, if you will, in the Penta as it refers to the way in which human beings relate to each other. No other aspect in the Penta is as concerned with the relating of those people that are in the Penta.





As a matter of fact, it's one of its priorities. And that priority can be seen through the gate configurations. That is, the Coordinating which is the harmonizing of the auras, the homogenizing of the auras, the taking away of the rough edges of the auras, and the Commitment. And the Commitment is the byproduct of the harmony. In other words, it creates what is an essential ingredient for the success of any group which is their ability to be able to bond and work together.

And so everything about the 46/29 has to do with what are basic issues having to do with the social interaction in any kind of environment. And obviously it says to us that if you're going to have gapping and it's going to take place in this area that immediately we're going to see that there are going to be all kinds of problems in terms of the relationships within the group. This is when you get into an environment where there is a lot of nasty thoughts, nasty comments, backstabbing, all kinds of variations of difficult social conditions.

### **The 46: Coordination**

So, let's begin. And actually where I want to begin, because we should really do it within the uni-directionality of this energy, is that I want to begin with the 46. Parallels are always something that are fascinating to look at. And obviously we have a parallel system here, that we know parallel within the BodyGraph, that is, the paralleling of the logic and the abstract. When we look at the parallel within the context of the Penta and we look to the other side, that is, to the left side to its parallel to the 15, we know that the 15 is instrumental in being able to literally initiate the Penta. In other words, it is the force that pulls the Penta together.

But the 46 is something really, really special. Now, let's think about the 46 in another context for a moment. The Penta doesn't have an immune system. We know that. That is, there is no Spleen. But then again if you look at the seven hexagrams that follow the 46<sup>th</sup> gate in the wheel you will see that all seven hexagrams that follow the 46<sup>th</sup> gate, all seven hexagrams that are part of the same house, that is, have the same bottom three lines together, that these eight gates they are all, the seven gates of the Spleen are all related directly to the 46<sup>th</sup> gate.

### **The 46 is Sort Of Like an Immune System for the Penta**

In other words, in an odd sort of way, and I don't mean to over emphasize this, but it's an important thing to think about. This is sort of, sort of, remember please, sort of, kind of like, an immune system, the 46 that is, for the Penta. In other words it carries a certain feel-good quality to it in the same way that the Spleen carries this certain feel-good quality, survivability quality, security quality, these kinds of things.

So what we're looking at here is that the 46<sup>th</sup> gate, this gate of the body, we know it is a gate of the body in terms of the Vessel of Love and its role within the Vessel of Love. But also to understand that this also has a connection to the pentic body, if I can put it that way, the pentic auric body, because this is what homogenizes the aura into a Penta aura.

### **The 46 Homogenizes the Auric Information**

Think about it this way. The 15 is hauling in auric information. That's what it does. But it is the 46 that homogenizes them. And literally the way in which the 46 homogenizes them—I don't know how I can—it compresses them together. I guess that's the best way. One of the things to understand about the Penta environment when people are in the Penta is they're in a compressed space, in a sense. And of course, this is this compression of the auras into a kind of homogenized blob, the pentic aura. This is what the 46 does. It creates the auric body, in that sense, because it creates a single auric body rather than these layers of information that are being pulled in by the 15.

### **The Well-Being of a Penta Dependent on Harmonious Relationships**

Now of course, when we translate that into understanding group behavior we can see that the 46 is a key to the well-being of the Penta. And what is the well-being of the Penta dependent on? It's dependent on a harmonious relationship between the members of the Penta. This is what the well-being of the Penta is all about. And of course, it is here in the 46 that that well-being, when the 46 is activated, when it's there, then it becomes in that way that consistent immune system for the Penta, keeping the feel-good of working together, giving everybody this sense that they are comfortable in the environment, that they are comfortable working with the others. This is the very basis upon which cooperation is developed.

This becomes a key in understanding group dynamics because I think that if you scratch the surface of consulting, most of what they are dealing with is that there are problems in the social dynamic within the groups. There are tensions. There are these various things that are there and it is a very, very common thing to have because even if you have the 46 if you don't have the 29, again we'll talk about that, it's the same problem because it has nowhere to go.

So, this is a problem that arises a great deal. The solutions are often hilarious, sending your group off to sensitivity training, and all this kind of stuff that is part of trying to get people to enjoy being together. And if you have a gap in the 46 you can try all you like. It isn't going to help. It isn't going to help because there's no homogenizing into the Penta. This is not a group that feels like a group. They feel like individuals that are stuck somewhere, but they don't feel like they're in a group. They don't feel like they're in a group because there's this gap.

### **A Gap: Social Problems in the Group**

And of course, the moment that you walk into any operation and you walk in and you're going to have a gap in the 46 you know that you have real social problems in the business itself, in the group itself. And of course, all that leads to the recriminations. And it leads into one of the basic problems of the relationship that the business Penta has to the family Penta. I was making that comment before the



class about the disadvantage of me being in the Penta. However, at least in that circumstance I was the oldest. What's interesting about that is of course that that—and that's not true—I just realized that because one of the women in the group I think she's a couple of years older than me. So I was actually the second oldest which is really a disadvantage.

### Age Hierarchy

One of the things about this inheritance of Penta, because Penta is Penta is Penta, from the family construct is that within the Penta there is a hierarchy that is rooted in age. I talked about that in early classes and the way in which for example the BG5 program lays out the members of a Penta. It's always laid out in the age hierarchy; that is, the oldest at the top.

What happens in a gapping situation like this where you have a gap in the 46 and you have problems, social problems inside, then you have all kinds of difficulties that arise. That is, the youngest blame the oldest and the oldest blame the youngest and it goes on and on and you have all of this kind of "I don't trust them" and "they don't trust me."

### No Gap: Fundamental Relationships are Healthy

And the thing that's so fascinating and I mean it's really fascinating, is that you bring somebody who fills in that gap and within a week everybody suddenly discovers that they really like working with these other people. This is the thing that's so incredible, because it has nothing to do with personalities. Oh yes, you will see, I will show you triggering and all of these things and yes we can see comparatively speaking those beings in any situation who get a hard ride, a good ride, an in between ride. But, if there's a 46 no-one's complaining about it because the fundamental relationship within the Penta is healthy. It's healthy.

The magic of the 46 is that it brings this feel-good to the group, that they really enjoy—it's the kind of group that when the office closes on Friday, when they say, "I'll see you on Monday," they're actually looking forward to it. They want their weekend, but nonetheless they enjoy being in the workplace. This is a 46 trait.

Now obviously, it has to be functional. It's got to be able to move through it; it can't be just hanging there. And this brings this whole theme of coordination. One of the most difficult things is situations in which you cannot get people in a group to work together. And you can see that the social dynamic here is something that's absolutely essential. If you don't homogenize the aura, people will not naturally work together. They won't. And they won't naturally look for help. They won't naturally feel secure in that, and on and on and on.

To be able to work together this is something that ultimately is part of what leads to the successful display of this Penta outward. In other words, anyone who has the opportunity to step into this business, they have a sense of the camaraderie that is

there. They have a sense that people enjoy their work. They have a sense that people are working together even if nothing in that sense is demonstrated to them. And the moment that they are there they can feel it in the aura and it gives a totally different impression.

When you walk into an office and there's a gap in the 46 you can feel it. It's like walking into somebody's living room in the middle of an argument between a couple. Boy do you know. There's ice hanging from the curtains. You just know. And the thing about this is that we're dealing with the not-self. It can get quite ugly. People could be very, very unhappy in these situations.

And again, this is not spirituality. People have to live. They have to survive. They've got to eat. They've got to have jobs. They've got to work. They've got to make a living. They can't just run out of a job. They can't just quit because they think the person they're working with is a jerk. They can't. They're worried. And of course, all that leads to diminished capacity within their work, diminished coordination with others and on and on and on and the problems that it leads to.

### **The Lower Half of the PentaGraph pulls all the Essential Ingredients Together**

Again, when you're looking at the lower half of the PentaGraph to really grasp how this pulls all the essential ingredients together for the grand display that takes place above. So, you walk in, you see a gap and you know there's this gap in the 46 and you know what the problem is.

And you can go to the owner, the leader, the manager, whatever it is, that person and you can say to them you've got a lot of problems between your people here. There's no real coordination going on here. You've got very poor social interaction. And they look at you with their big eyes and they say "Yes, what can we do?" Fill the gap. It'll kill a business as quickly as an open 15. And sour, it'll give people a very sour experience.

You've got a small group and they're all excited and they want to launch something and they're full of their dreams and their fantasies and everything else. And there's the three of them and they're going to build this empire there's a gap in the 46 and within months they hate each other, accusing each other of being misleading and blah, blah, blah and this and that, because it's not working. And because of that gap it becomes a poison in the relationships themselves.

### **Gap Emergencies**

And you know that when you step into an environment and there's a gap in the 46 you know it's an emergency. There are certain emergencies. No 15, you've got a real problem. No 46, you've got a real problem. No 14, you've got a real problem. You really have to deal with these things right away otherwise either you're not going to be in business anymore or you're certainly not going to have the same



people working with you tomorrow because without the 15, without the 46, this is what you get. You get chaos of one kind or another.

### **The Spirit of the Penta**

And there's nothing worse than a working environment that's full of tension; nothing, nothing really gets done. And nobody enjoys anything and there's no real pleasure in any accomplishment. So, here in many ways we touch upon the spirit of the Penta. We touch upon its need for well-being. And remember, I gave you an analogy that's a very important one. That is, to a Penta a gap is a sickness. It is an illness. It's a serious problem for a Penta.

And when you're looking at a gap in the 46 you're looking at what is a devastating illness in the body of that Penta because there is no real ability to bring everyone together into a functional mode. So you see a gap in the 46 and you turn on the sirens. Something has to be done and something has to be done right away.

### **A Gap: Easy to Let Go Somebody**

One of the advantages of the gap in the 46 is that it's very easy to get rid of somebody because they want to go. They're just afraid. But, if you give them a reason they will. Again, BG5 is not spiritual. If I'm a consultant my responsibility is to the business and to ensure that the business is profitable. The gap has to be filled, otherwise there's no business and I don't have a client. And if the gap is filled the business is going to be successful and I have an ongoing client for years.

You have to do what is necessary. In that kind of environment the atmosphere has already been poisoned. There are people who really don't like each other. And even though you can fill in the gap slowly but surely that will ameliorate, the fact is that in that moment that business isn't going to be ready to hire somebody else on top of what they have in an environment that isn't working.

Here's the opportunity where somebody goes and somebody new is brought in that fills in the gap and gives you a functional Penta and all of a sudden everybody feels terrific and you've got something that is really working for you. But this is a very, very serious area when there is gapping.

Again, you know what I'm like by now. I can take any one of these gaps and turn it into a horror story because they all are; every single one of them. It's not like saying oh you only have this gap. A gap is a gap. The moment that it's there you have an illness. The moment you have many gaps you've got real problems and they need to be dealt with.

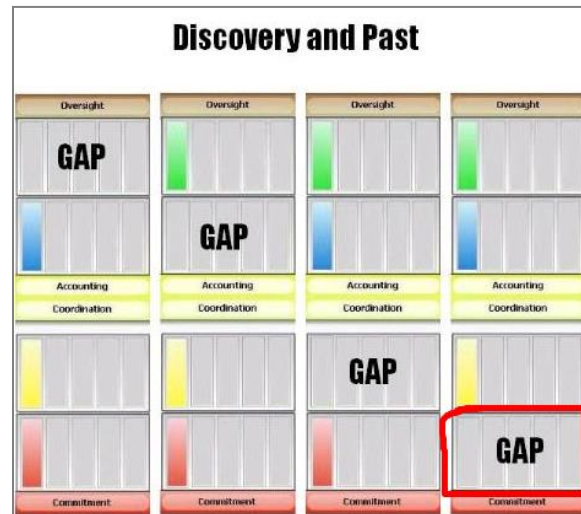
And it doesn't matter that it doesn't happen to interfere with the let's say the material resources or whatever, slowly but surely any gap will destroy a business. It will destroy it in terms of you may have a successful concept and never be able to keep people together. There are all kinds of things that will eventually eat the

business away even if it's gaps that aren't directly connected to the resource implementation process.

### The 29: Commitment

Okay, let's go to the next one. We go down here to the 29. I guess in Human Design it's the most famous gate of commitment because it has this keynote of saying yes, yes. What was my mantra? Can I borrow your car? Yes. Can I fuck up your life? Yes. Can I eat your dog for breakfast? Yes. These are people that always say yes. I think the last one was a little crude, but anyway. The 29<sup>th</sup> gate, that's where I was.

It's a nice word in French, élan, esprit de corps, spirit. There's a kind of gung ho mechanism in here. There's a kind of Three Musketeers in this; all for one and one for all. It is very, very powerful.



The interesting thing about the 29<sup>th</sup> gate is that it is a gate that doesn't dip its toe into the water. If there's anything to admire about the 29<sup>th</sup> gate is that it just goes in. This is the thing that's so interesting about it. Often that can be disastrous, but nonetheless. The only way to enter into an experience is to enter into an experience innocent and open, in a sense. This is the 29.

### The 46/29 Deeply Existential

And this experiential process, the 46/29 is deeply, deeply, deeply existential. It is in essence as existential as anything you can imagine finding in the BodyGraph. And of course, when you're dealing with the past, when you're dealing with this abstract stream, it often isn't understood deeply how profoundly existential the 46/29 is. There is no experience, unless one has a now first, if you know what I mean. What you go through in the now becomes your experience. But you've got to be there in the now before it can become an experience.

### The 29: Being Totally Absorbed in the Experience in the Moment

Everything about the 29 is being totally absorbed in whatever that experience happens to be. Now, within this context this is the total absorption in being the Penta. And what that means in practical terms is being dedicated, being committed, being deeply involved in what your responsibilities and others' responsibilities are and the overall direction of the business. This is when employees actually care about



where the business is going. It's in the commitment. And it is this deep commitment to the moment. It's why it's an energy gate, in an energy zone. It's a very, very powerful, very intense way in which these auras are harmonized and focused, harmonized and focused on their unidirectional process.

The fact that people are willing to work together is one thing, but if you don't have the 29 there is no commitment to it. It isn't going to be important in that way. It's not something they feel they must do. If you don't have the 29 you can never ask for volunteers because nobody is going to volunteer. It's just not there. There isn't that commitment. It's like asking them to work on a project for way down the road somewhere, they've got strong planning, let's say, and they want to plan something for way down, there's no commitment to it.

And of course, when there is no commitment to it, there is no energy behind it. When there is no energy behind it, it's not there. And remember that this affects everybody, everybody. Think about the owner or manager, whatever it is, they're deeply involved in all of this. They've invested. It's all so important for them. They came in with such gusto. They were going to make it. They were going to be great. And all of a sudden they feel within themselves they just don't have the same commitment anymore. They're afraid to go to the bank to get that loan because they don't really have the commitment anymore. They don't really know if it'll work. They don't really know if they can carry it through; no 29.

### Statistics of Business Failures

So many people who start, stop. So many people who start, fail. The numbers are vast. It's why Marx took a real hot heavy lick at capitalism. It is harsh. You look at the statistics in the United States which is the best example that we have on the planet for that kind of capitalist society and you see that there is an enormous entrepreneurial spirit, and yet the percentage of failure is enormous. It's not an easy thing this making a business happen, making a Penta successful. It isn't. And you can see the burden that that is on society, what that does to a society.

It got so bad that in the United States they had to change the bankruptcy laws because the failure rate was enormous and they're about to go through that again because unfortunately the United States looks like it's headed for a recession. And the number of small entrepreneurs in Pentas that are dysfunctional that are going to go broke over the next 18 months is going to be in the millions. It is the kind of thing that happens every time there's a recession.

And of course, the dilemma is that it is not what they would claim, that is that the business itself wasn't a good enough idea, wasn't well enough financed or it wasn't the right time or it wasn't the right market or this or that, all the excuses that are raised. The fact of the matter is it's just mechanical. It's just mechanical. The vast majority of Pentas are dysfunctional. And if they're dysfunctional they're not going to succeed. They're just not.

And some will last longer than others. They have these statistics that show you how the businesses just begin to fall by the wayside. If you go by six-month spans, how these businesses just crash until finally you get to the three years. It's somewhere around three years it's like—I don't know, the numbers are huge, 40%, 50% failed already. You get to three years and you can pat yourself on the back.

I can remember when I started my Internet business that the odds of having a successful Internet business were amazing. It's amazing how many people try to have an Internet business. You really have to see that with the vast populations that we have worldwide, all of whom have to make a living, and the dysfunction that is inherent in Pentas that the service that we can provide is unbelievable. It is in the realm of science fiction because this is the ultimate healing agency. It's healing on the material plane because it's not economics that dictate it. It's not about whether it's socialism or capitalism. It has nothing to do with that.

As a matter of fact, economic systems, economic political systems, only emerged due to try to solve the not-self dilemma of the inherent failure in them, because dysfunction is dysfunction. It's everywhere. And the economic systems are dysfunctional systems because they point at different indicators. Most people who do consulting, they're not going to walk in and say well you've got a gap here and this is what it's all about, because they don't know that exists.

What they're going to say is what they've always said. They have a gap in the planning so the brilliant consultant says to them, well, you really need to do better planning. Yeah, terrific, tell them. But it isn't going to do them any good as long as that gap stays a gap. It isn't. All this stuff that people go through in terms of group dynamics and getting people to work together better, and better communication and all this stuff, it's a byproduct of dysfunctionality; nothing else.

You can bring together a couple of individual Neanderthals and put them in a Penta that's homogenized and they'll get along. They'll get along, they'll coordinate, they'll be committed, and they'll do their job because it has nothing to do with them. It's the Penta. And the Penta is not them. The Penta is the Penta.

### Quantum Auric Synthesis

It is a quantum auric synthesis of aspects of them. It's something else. And when the Penta is correct, everything works. It is the thing that is so interesting. Imagine, put it this way, this is a great one for you to think about. I don't know why I thought about that, but I think it would be cute. If you can think about four people that you really can't stand, which I'm sure you can do, imagine you and those four people in a functional Penta on a desert island. It would kill you, but you would actually like them.

This is the thing about Penta. It's what is frightening about Penta, quite frankly. I mean frightening because this is quite literally something else. It has nothing to do with us, our personal relationships, how we feel about the other person, this and



that. It doesn't. Penta is Penta. And when that Penta is functional it functions and everyone goes along and everyone enjoys it. It's quite a thing to think about.

### **A Gap in 29: No Commitment**

Okay, so you come into a business and you see that there is a gap in the 29. And you know right away not only is that a gap in the 29, but it means that the 46 that they have is locked out anyway; a lot of good that does. It isn't integrated into the way in which the Penta operates. It isn't. So the fact is that there is neither really getting along nor really not getting along but there is no commitment, no commitment. And this is so destructive to a business.

And you have to see that if the group is all within the Penta; in other words, you're dealing with a Penta itself, no Alpha involved, that the members are all inside, it means that everybody is suffering from commitment fatigue. Remember how Penta works. If you don't have it, then that becomes a focus and that becomes a problem. And everybody in this group is going to realize sooner or later that there's not enough commitment. That people aren't really putting in the effort that's necessary, that somehow it's just not getting done. Again, this is when the accusations arise.

### **The 46/29: The Social Dynamic of the Penta**

You have to see that when you're dealing here with the 46/29 you're really dealing with the social dynamic of the Penta itself. It's really deeply social. It is about feeling good together. It is about being compressed and homogenized into a functional aura in which everybody is operating to the same frequency and then everybody can follow through with their commitment.

And you see, it is this commitment that becomes one of the main resources that are there in the 14<sup>th</sup> gate. The commitment that's there, the proper culture that has been established, this provides the foundation upon which the vision can go outwards because everything back at the office is okay. In other words, the foundation is really there for the Penta to do its job, its unidirectional process and step out.

### **The 13: Accounting**

All right, let's move above. The moment we move above we move into something that is very different. It's always different. It's different because this is where expression is designed, in that sense. It's where expression ultimately comes out in the model that has to be there. And when we are dealing with the upper part of this, and again the relationship to the 33/13, I'm going to begin here with the 13 area and you have this theme of accounting.

Now, I've described to you how the 46/29 has a social quality to it. The whole right side in that sense is involved in the, how should I put it, the social dynamic or the

social functionality of the grouping, and the social functionality operating in different ways.

### **Paying Attention to the Business**

The first thing about accounting, somebody has to be paying attention to exactly what is happening to the business. A business is always about one thing and one thing only. It's about red or black. You have to know. You have to know if you're making money. You have to know if you're losing money. You have to know if people are making you money or losing you money. You have to know if products are actually making you money or losing you money.

You have to know how to price. Oh, I think one of the most horrendous areas in groups in new businesses is they don't know how to price things because they don't know how to work out the real price of anything. And I mean depending on the business it can be very complex. What does it cost to get that product or service out the door? What is involved in that? And there are many, many things to look at. Most people have no idea. It's one of the most extraordinary things for me in terms of businesses is that they don't have enough statistical information. They don't have enough investigative information to understand whether their business is functioning correctly or not. This is accounting.

### **Interpreting the Numbers**

And I'm not talking about bookkeeping, because obviously bookkeeping is a part of it, accounting is a part of it. Businesses have to pay their taxes and blah, blah, blah and all of that stuff. No, I'm not talking about doing the numbers. I'm talking about interpreting the numbers. This is what this is about.

Remember that when you're looking at the BodyGraph, that the 13<sup>th</sup> gate is the gate of secrets. You have to know how to analyze the numbers to get the secrets. And when you analyze the numbers then you really know what's going on. And you know what kind of return you're getting. And it means that you have to be able to balance all of your costs, not just some of your costs, which is what most businesses do because they're really ignorant, all of your costs against what you can or do bring in. All of this is in the accounting. It's something else.

Accounting is, in that sense, making sure that the money of the business is also spent correctly. Not just record-keeping in terms of analyzing the flow of funds but also being able to read that as well. For example, every business regardless of what they are will always have their own suppliers. It may be simple. It may be complex. It may be a key in their business. It may be just an ancillary thing, but they all have suppliers. What you pay for your supplies, these are things that need to be looked at, need to be analyzed, need to be compared.

In other words, when you're looking at the accounting what you're looking at is that the business has real integrity. In other words, you know precisely what's going on.



Any manager that cannot put their finger on the right kind of statistics is a manager that doesn't see what's going on in their business. It has to be there.

### Statistical Platforms

It was the very first thing that I did as I entered into running the business of Jovian was to build in statistical platforms. And at this point I have incredibly sophisticated tools for analyzing traffic flows and movements, responses to things, in order to understand what works and what doesn't work, in order to understand where one needs to put one's investment, where to pull back, where to do more research, what to pull, all of these things can only be seen in the numbers.

How many products you sell or how many people have your service isn't necessarily what the truth is, because some people get special deals and some people were given this and that. In other words, you really need to be able to look into things and look into them carefully. If you don't have this, there is no inclination to do so; none.

And then you have a real problem because you don't know what's going on. You think you know what's happening. You've got a business and you're selling products, but you don't know what's going on. You don't know if you're growing or not, succeeding or not. You really don't know. You don't know what works, what doesn't work.

### Hidden Problems

In other words, you simply do not have the insight necessary to be a master of your business. You don't. So obviously if you walk into a situation and you're going to have a gap here in the 13 you know right away this is a problem. This is the kind of situation where you—the very first thing that I would say to anyone in a situation where the gap is here is that you need to do a complete inventory now. You need to do a complete investigation of where you stand right now.

Most small businesses cannot afford an audit. Audits are very complex and very expensive. But the fact is that really taking stock, because the moment you walk into a business where there is no accounting you know right away that there are enormous hidden problems that are suddenly just going to explode. And it's because things have just not been tracked and nobody really knows what's going on and nobody knows what they have and what they don't have and it goes on and on. It is a terrible problem in a business.

### Software Programs for Businesses

It is ameliorated somewhat today by our technologies. And again, as consultants it's important that you're familiar with some of the basic programs that are available. The things like QuickBooks, for example, that any small group can afford, basic high-quality software that isn't too difficult to learn how to use and gives you the kinds of

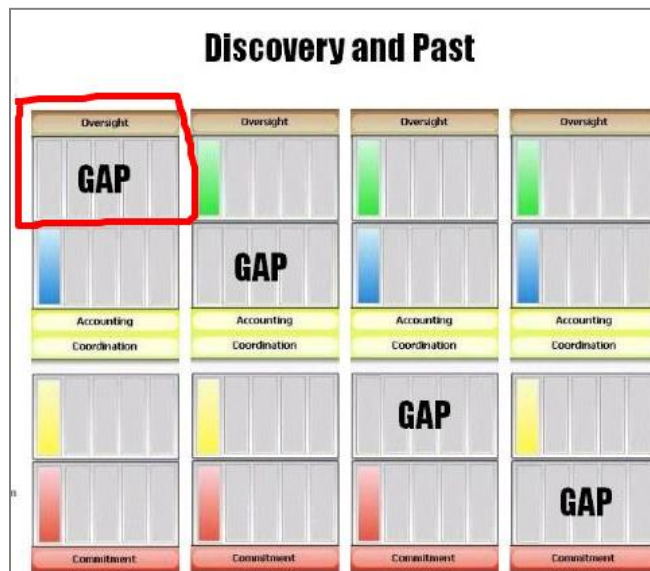
readouts and gives you the kinds of sophisticated printouts that will help you see what's going on in your business. And for any business that has a gap here this is the kind of advice they need right away.

It's not the solution, because there is nothing to hold them to it. You can keep on pointing it out but it doesn't mean they're going to solve it until there is really a gap there. But the fact is that by being able to point it out immediately, again they know that you know. They understand that you see the problem. And of course, that already is a step in the right direction. Again, the solution is always the same. There is no other solution. You fill the gap. If you can't fill the gap obviously sooner or later there's going to be a disaster and no way of preventing it.

### The 33: Oversight

Well, this is one of those ticklish areas I guess. Oversight; oversight is a funny word because when I placed that keynote, I can remember working with Peter Lawrence and he said, "But doesn't that also mean that you miss things?" because of course it can. It has several values in English. And oversight is something that you may have forgotten, but oversight is also looking over things and checking over them.

In some ways this is the police, in some ways. This is making sure that people are doing their job. And it is watching people in that sense, watching over them, in a sense. Remember that this is a penta function so it means that everybody in that sense watches everybody when the functionality is there, sort of.



But the moment that oversight is not there, things happen that are unpleasant. And they range from the petty, that is, you go online in your business and you do personal things on the business computer in a place where supposedly that's not permitted, that kind of thing. Or you borrow quote unquote "some stationery or a pen or pencils," the kind of petty

thievery, basically. It represents in the United States I think it's \$7 billion a year in lost revenue, lost income, petty theft.

And it's innocuous. It's not a big thing. We're not talking about somebody that's embezzling the company. However, that fits into this as well. In other words, if there is no oversight your salesperson might take a nine-hour lunch. If there's no oversight there are going to be things that happen that are not good for the business and there is going to be obviously problems that are going to arise out of that.



## The Power to Hire and Fire

It also represents when it's there, the power in that sense to hire and fire, and when it isn't there, a kind of impotence to do anything about it. It's like nobody is really in control. This is one of those where they seem to be flying by the seat of their pants, would be the expression in English. Somehow they're sort of—I don't know how they're doing it, but they're just getting by. Nobody really knows what anybody else is doing.

The fact is that you may have commitment and coordination and all of that stuff. It's all ready to be put to work. But then there's no oversight and if there's no oversight everything slackens off because there is nobody watching. It's funny about human beings when there's nobody watching what they think they can do. What they will do. And of course, it is one of the things that you always have to deal with in business is theft. It is.

## Theft of Intellectual Property Rights

And in this day and age and it is something that I have been dealing with for a very long time and it is a very difficult subject and our laws are only getting better now and that is the theft of intellectual property rights. If you don't have oversight, you have the possibility of the theft of corporate secrets, of people who feel like if there's nobody looking they can take something for themselves and develop it on their own. It's the exact opposite of being coordinated and committed. It just never gets to look that way because in the end because there is no oversight in that sense it opens up a real sickness where everybody is really out for themselves.

So, it's one of those elements that its presence—again, as I've said over and over again because again that is the only way that I can present a gap to you as if it's the most horrible thing that one can imagine and they're all like that. And I think as you have listened to each of them being elaborated upon, you can see that no matter where you look, no matter where it is that the gap is going to be it is a serious dilemma. And unfortunately, most of the time you're not just simply going to have one gap to deal with; you may have several gaps to deal with. And obviously these are problems that are just simply deeply, deeply multiplied.

Our work in all of this leads us to an understanding of something about the basic workforce. If you really think about it, the Penta is a way in which the dilemma, the pain, the discomfort, the annoyance, the aggravation of having to make a living, having to work, having to survive, it is what the Penta takes care of in that sense. And the moment that you can have a functional Penta that's the moment that human beings have a sense that working together is something that is valuable and healthy and productive instead of what it appears to be, which is a necessity and a requirement not something that is healthy.

## **Penta is the Problem, Not People**

The other thing that we're getting to see and something that's very, very important to see is that it is the Penta and not people that are the problem. It's the Penta and not people. It's not people. Everybody who's ever been in the consulting business who focuses on the problem being the people they've always been wrong, always, because we can see that.

Think of the situation in which there is a gap in the oversight and you have somebody, the gap is there in the oversight, so the Penta has a certain quality to it, a quality that is open to this kind of behavior. It's not the person's fault that they are going to take advantage of that gap.

And in the moment of taking advantage of that gap they sign off for a lunch that they have with a friend of theirs and they call it a business lunch, one of those sort of half cheats, little cheaty thing that people do. Now, think about the same person, if we see them within the gap and they do that and you find out, now obviously their job has been imperiled and their reputation has been imperiled and so forth and so on. And the way in which they're thought of as a person they're going to be thought of as somebody who is a cheat and devious and this and that.

But I want to tell you something, if that person had been in a functional Penta and there was no gap in the oversight they never would've done that. I don't want to excuse their behavior, but I don't want to blame them because it's not them, it's the Penta. This is the most difficult thing I think for anybody truly to grasp.

## **An Example**

Let me give you an example. We have a service. We have two groups, like control groups. In one group we have three people and for the jobs they have to do they're the most talented people we could find for the job. But their Penta has gaps. The other Penta is that we bring in people who have only the very, very, very meagerest background in what's required of them and we put them into a functional Penta. They will be much more successful despite the fact that you've got all these brilliant wonderful people in the other Penta, because it's not them. It's not about their abilities or qualities.

Oh yeah, if you put them in a functional Penta it would even be verging on the absolutely fantastic. But I want you to understand it's not about the people. It's the Penta. This is what makes the difference. This is what raises a mediocre salesperson to a great salesperson; the Penta, not them. And it's true of every function in the workplace. It's true of every job.

That's what makes Penta so interesting. It's what saves us when we're doing engineering. We do not have to find the best at the job. We need to find the right person for the job. That means they understand the job and they fill the holes, and everybody's going to be happy, everybody. It's the Penta. It's not people. You go into that place and the boss is bitching because there's no oversight and he's just



discovered that he's been ripped off and he doesn't know who really did it and he's sure it's somebody who is working for him and he's really upset. It's not about the people. There is a gap and it's got to be filled. And if you fill it the problem goes away.

### Each Gap is a Major Issue

Wherever we look we have very, very powerful information because every gap that we look at, all the gaps that we have looked at together so far, you see so clearly that each one of them is a major, major issue. And they're resolved in the same way. And we can see these issues faster than anyone else, pinpoint them exactly. And then all we need is the opportunity to demonstrate what happens when you take that gap away.

It's the same thing when I look at human beings and I see them within the context of the program and I realize there's no blame; poor souls. They're caught in the program. That's what not-self is. You're caught in the program. It's not your fault that you're ignorant. It's not your fault that your whole life is based on your ignorance. It's not your fault.

It's not your fault in the workplace that you become a victim of the gap, that the disease of the gap affects you. It's not your fault. When we go into a business we're not looking to see whether the employees are up to scratch because we know it's not about them. It's about the Penta. It's only about the Penta. This is what makes our work so important and so unique is that we're not caught up in all the old bullshit. We're not caught up in the delusion that it is about this person or that person. It isn't.

It is simply the construct. It's the Penta. And if it's not functional, wherever the dysfunction is this is where the problem gets lived out in the business and it's going to get lived out through the people. And they're going to end up taking the blame and it's all mad.

### Heal the Penta

Our approach is to heal the Penta, which means what we may be slightly callous about, the humans that participate in it, but we also understand that the moment that we heal the Penta this is a win-win-win. The Alpha wins, the Penta wins and we win. This is the way it works. And this is your key as a professional because you immediately see the problem. You can immediately articulate the problem. You can immediately say that we can also solve it. All right, next week we'll begin to take a look at some Pentas.

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## Lecture 9

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### Individual Penta Affinities

All right, welcome to all of you. Today I'm going to take you on a journey into the beginning of looking at the relationship of Penta to the individual, these Penta affinities. And this basically is laying a foundation for our work in being able to do Alpha One analysis, our work in terms of being able to do our work in career profile analysis.

Anyway, in order to be able to really begin the work of doing Alpha analysis or career analysis one needs to begin to understand the relationship of anybody's design to the potentials of Penta. What I'm going to do is I've created some imaginary Pentas out of students of this class to give me the opportunity of being able to just use them, use you as examples as we move along. So, let's begin our little journey.

### Chart 1

One of the things that we're looking at is I want you to begin to look at designs in terms of what is their Penta affinity. In other words, are these people naturally going to fit in well into a group? And if you can see that they're going to fit in well into that group, how they fit in, what they bring, and at the same time, to see what their limitation could be in a group. In other words, to begin to see what ultimately becomes part of our process, that is, comparative analysis, to begin to look at the potential of any individual and to begin to look at that potential through different kinds of perspectives.

### Look for Definition First

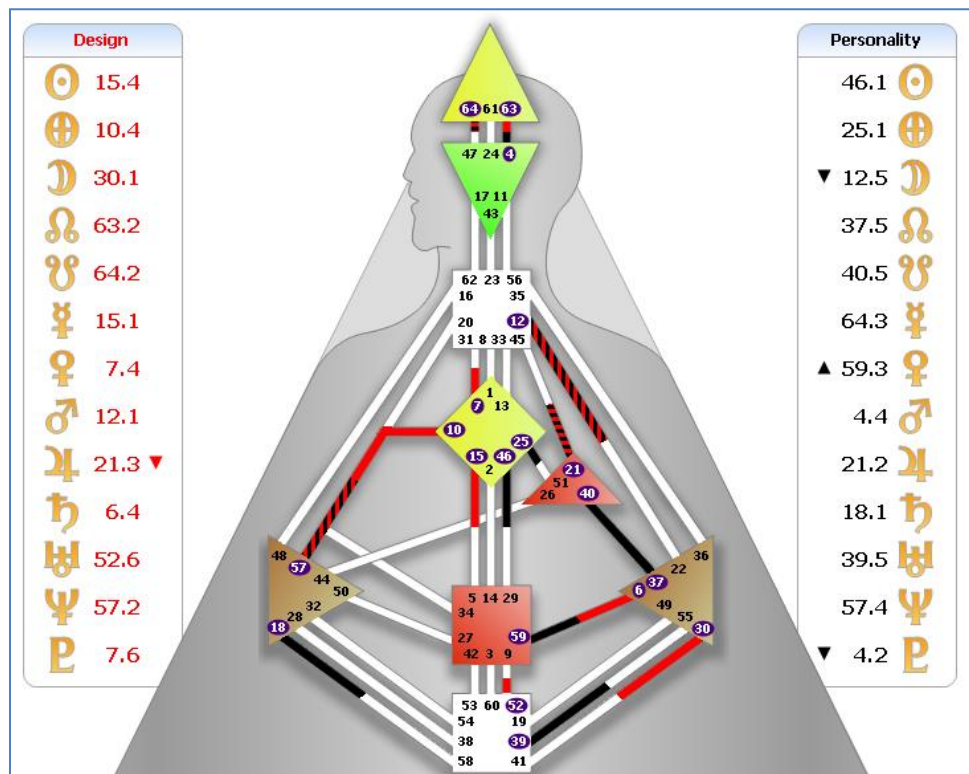
Here we're looking at the individual in the perspective of how do they fit into Penta world. Now, the first thing is about certain basics in terms of calculating this, what to look for. The first thing to look for as always in just about anything in the beginning of any analysis in Design is to look for definition. Definition is very significant. In other words, the moment that you have definition within the Penta grid this is the moment that you have somebody who's always going to have a very strong position one way or another within a Penta.

It does not mean that the Penta ultimately is ideal for them, as you'll see. There can be many variables involved in all of that. But the moment that you bring definition to the table is the moment that Penta is something that becomes a possibility.



### Upper and Lower PentaGraph Definitions

Now remember, when we're working with the PentaGraph, we are working with an upper and lower PentaGraph and they are very significant in terms of where the activations are. Remember that the lower PentaGraph is always about areas where you need to be managed. And when you're looking at the upper PentaGraph therein is the possibility of where you can establish a role. In other words, a role that obviously requires less management. You've got micro-management down here and you've got just basic direction up here.



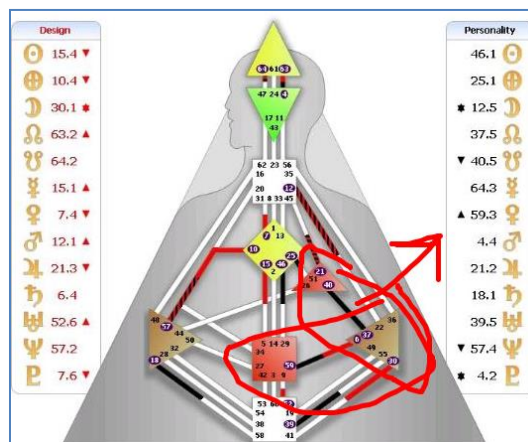
So when you're looking at somebody's design, you can begin to see right away, in that sense, quick glance, quick overview what the potential is. Now remember something about the nature of being in a Penta. If you have weak activations, the group can always be something that is very uncomfortable; always. And of course, the way in which you're structured to be in a Penta can be something that is very, very difficult for the rest of you to deal with, because it's a real limitation.

Now, when you're looking at this particular design you see that there are three activations there. And there are three activations that are hanging activations. Two of them are unconscious which means that is not even particularly part of who this person thinks they are, in that sense. And that two of them are lower PentaGraph which means that this being is going to have to be managed in those areas within the group.

## A Weak Penta Person

What you're looking at basically is a weak Penta person. It's not that they can't fit into a Penta. After all, this particular design brings very important ingredients for a Penta. That is, the ability to pull the aura together, to act as the beginning of a homogenizing agent that is going to ultimately be able to bring together everybody into this work. In other words, there is a deep social dynamic that this person would bring into a group.

But they themselves would not have the power that, for example, is simply inherent in this definition of their sacral emotional authority. Their sacral emotional authority, particularly the ego connected with all of that, that their social dynamic gets lived out here, which is quite different. In other words, community doesn't mean you have to be in Pentas all the time. It just means that there is a grouping of individuals that you know in different places that somehow have a link altogether. It can be very diverse in the way that operates as community in this stage.



It doesn't mean you have to be surrounded by people all the time. But it certainly does within the nature of the Penta itself. There are many things to take into consideration. Those beings who don't have what it takes for the Penta, to be strong forces in a group and to be comfortable in a group, anything that is a tendency to pull them away from it will.

And of course, you start off right away with the 1<sup>st</sup> line Personality, so you start off with a basic insecurity. Here is somebody that within the Penta configuration is going to be much more insecure than they would be naturally. That is, than they would be out of that.

## Triple Split Definition

Now, the only benefit that one can see within the Penta for this kind of being is the fact that indeed they are a triple split definition. For triple split definitions, having a lot of different auras to bounce off of is something that can be very healthy. That is, the groups in that sense can be something that is comfortable for the triple split.

Yet at the same time if somebody was going to come up to me and said, "Could you give me a career profile analysis?" the last thing on earth that I'm going to say to this person is that they should be in the Penta, because it isn't where they belong. And you see, there's a big difference between family where we have absolutely, absolutely positively no choice, I mean, it's just what happens to us, and of course where we are and what we do in this life in terms of the material plane.



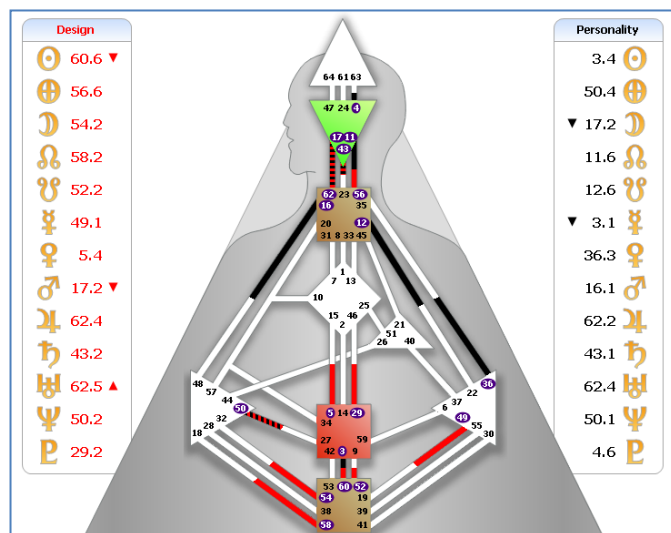
The benefits of the material plane are never going to be here within the Penta configuration, not for this being. This is not the way it's going to work. This being may—and again, these are things we'll look at later—have possibilities working in larger organizations with larger groupings.

Or they're the kind of person that is going to function very well in the different kinds of partnerships. And all of this is something to see, that we have all of these possibilities in the work we're doing, to be able to look at these variables and to be able to point out for somebody what materially is going to be successful for them. I talk about OC16 in the third semester. We'll go through that in detail when the time comes.

Okay, so looking at this right away you get an image of this. The other thing is it's a 1/4 and you know that they're going to be very fixed in the way in which they are going to operate. And of course, the whole thing about this is that this is going to end up being uncomfortable for them and it's simply evident by the way in which the configuration is structured.

### Chart 2

We open up the magic window and what do we see? And of course, right away you're looking at some extremes here. All three gates going to the G, all six gates relating to the G from the Throat are all open. There are two gates here. This person and the last one, boy could you ever make a group feel good, but neither one of you would feel particularly good about it.



### Individual Work is Important

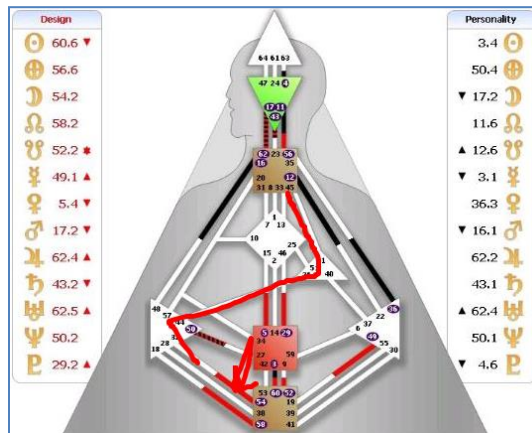
Again, this is about understanding the nature of our work because one of the tendencies when you enter into BG5, it's the same thing that's true in family practice, that is, you enter into this with the assumption that it's all about the Penta. But it isn't all about the Penta. Our work as consultants isn't simply about the Penta. Some of the most important work we can do is for individuals.

The moment you go deep into this study, what you get to see is that groups can be very, very unproductive and unhealthy for people because they simply don't have the activations that are going to give them a sense of well-being within the group.

And of course, here is somebody, given their mental strength and given the fact that they've got this deep mutative pressure that they're under, that being reduced to being micro-managed in a group is something that can end up feeling very, very uncomfortable, very uncomfortable.

I assume that it would have been quite difficult for this person, in terms of their upbringing, in terms of their family when they were growing up. Because of course, like me I was always, in a sense, an outsider in my own family because I'm not a Penta person. Again, depending on the basic intelligence, culture, the education you have when you're growing up, and how you handle all of that, because it can often be quite difficult.

So one of the things for somebody like yourself, again my comment to you if I was doing your career profile analysis, I would not in any way, shape, or form be pointing



you towards groups. This is not something that I would do. As a matter of fact, I would consider it to be very, very unhealthy for you. This is something again that the advantage that you have is the capacity to be able to network as a 4.

And of course, that very capacity to be able to network and the strength of your ability to be able to articulate that one-on-one, that partnership, that these kinds of things are going to be what's very important for you. You're basically one of those beings that is really designed to operate on their own and network with others in order to

establish whatever it is. It's very entrepreneurial, if I can put it that way. It is the tremendous amount of pressure on the drive for being able to sustain oneself on the material plane, and very, very open to what the material world is really all about. In other words, all that openness in the stream, though you have the Root, is a very strong indication of the attractiveness of this, the interest that is there.

### Loses Power in a Group

So, the moment you would end up working in a group, this is the moment that you would lose your power. Literally you lose your power. Your role disappears; you're being used, in that sense, for particular values in the group. In other words, it brings out what the group wants from you—they want a stable culture and they want to be able, through you, to get the commitment they need.

So they want to take advantage of you for the stability of culture and commitment but in return will offer you no power. And that's what happens to you in the moment that you're in the group. And of course, as a Generator that is going to be something that is deeply frustrating.



So again, looking at somebody's design, you're looking for their affinities, what is really there. Are they group people or not, because if you put group people together, who really belong in a Penta together, this is when you really get the most balanced Pentas in terms of the psychology of the way the whole group operates.

There is always a lingering problem when this person ends up in a group, for them. Regardless of whether they bring functionality to it and they happen to be going along with all of that, it's still not something that feels right for them. They feel like they have been diminished, that they don't have the potential that they deserve. And they're quite right. They don't.

### **The Trap of a Penta is Material**

And even though it's functional and they're holding it together, they'll stay with it but there's always this discomfort that's there within them. Remember, the trap of the Penta is the material trap. You don't just quit a job, particularly here. You're a 4/6. Never leave a lover until you have another lover. Never leave a job until you have another job. It can be devastating to do that because it can be incredibly, incredibly difficult to make up that ground.

After all, this is the design of an opportunist. And you have to see that there are so few opportunities for you that will emerge within the group, and very, very limited in terms of who you can network with. Remember as a 4, who you know is who makes a difference in your life. If you're locked into a group in which you have a diminished potential, they're not the ones that are going to provide you with the opportunities for you to move ahead. They won't. You don't belong in the group. You don't belong in the Penta.

### **Chart 3**

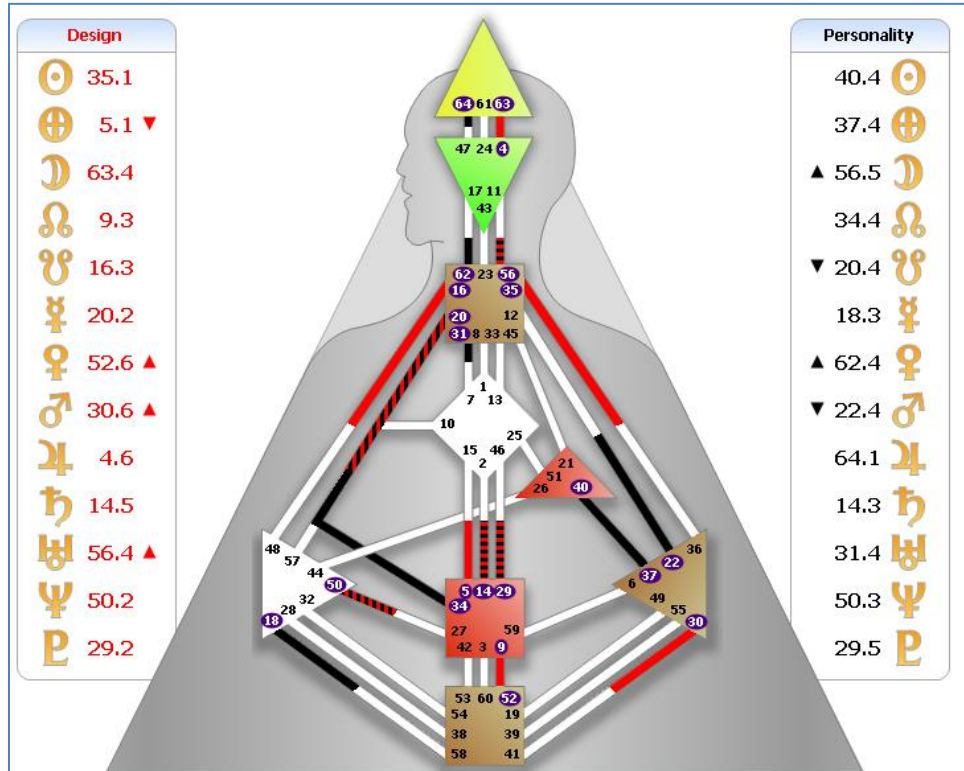
Again, we're looking at the box. And again, you can see many, many activations. That is, you can see the doubling up of activations in the 14 and in the 29. There are a lot of activations. Again, there's no definition. All of you are taking the training as entrepreneurs. It's not unexpected that we don't have a lot of great Penta people here. That's also something to take into consideration.

### **A Strong Penta Person is not naturally an Entrepreneur**

If you're a very strong Penta person, it isn't natural to be an entrepreneur. It isn't. What is natural is to work within a group and try to demonstrate within your work within the group your capacity to be able to rise up in that sense and to be able to go along some kind of progressive ladder. Non-Penta people are the other side of what makes the economics operate. That is, where would we be without entrepreneurs? I mean, we would be lost. We really would. We would be lost.

This is one of the major aspects of the way in which the material life operates. And we have a great deal to offer to the entrepreneur, a great deal to offer in the sense

of what we call the Alpha One to help an individual to be able to really master their material skills and their style on the material plane in order to enhance their potential.



When you're looking at somebody who naturally doesn't fit into the Penta—now again, we will get to the point where we look at OC16; at least look at it in terms of being able to recognize the various basic aspects to see if somebody fits into that. But there's always a potential when we're dealing with beings that they may not fit into the Penta but they may have a place within the larger configuration. Yes indeed that's possible.

But in looking at this person's design you can see how they can get caught up in a group. If you're a BG5 consultant and you're engineering, this is somebody that could be very handy. 25% of the (*penta*) gates are covered and you've got multiple line activations. So you've got somebody who could be a great filler. It doesn't mean again that they're going to be comfortable with this role.

### A Success on Her Own

And of course, because of conditioning and because of the way we are, we're expected to operate on the material plane because I know this person and I know her story. You can end up being in that other environment but ultimately when I look at this I'm looking at somebody that is going to be a success on their own.



And of course, there are so many things in that. First of all again, it's always an advantage to carry the 4<sup>th</sup> line. If you're going to be entrepreneurial, if you're going to be business-oriented, the 4<sup>th</sup> line is deeply valuable, just as the 3<sup>rd</sup> is; both for different reasons. That is, the 4<sup>th</sup> for its ability to be able to network and the 3 for its nose for the material plane.

Somebody like this who is a 20/34 and you know there is this detail pressure that's there through the 9 and the 52 that this is somebody that is very individual in the way in which they're going to operate. That is, this is a powerful "I've got to be busy" kind of thing. And you have to see that they can end up being deeply enslaved within a group and ultimately have to break out because the fact is that what you've been looking at in all of these because we have no definition is that they're not finding their identity this way because it doesn't give them what is fulfilling enough. It can't. You're not dealing with somebody who is a natural group person.

### **Dilemmas in Business**

I want you to be able to see the different ways in which basically we operate. And to begin to understand that one of the great dilemmas that we have in business is that groups are made up of individuals who do not have true Penta orientation. They just don't. They're really in the wrong place. They are. This is one of the things to really grasp about how confused the whole material plane is, how many human beings who were designed, as an example, to be entrepreneurial do not have the cultural background, the education or the inclination to actually live that out.

When I look at the overall population of the whole planet, you get to see that basically about 30% of it should be entrepreneurial, you know that that simply is not the case. That is, human beings are not trained to operate according to their potential. And they're not educated according to what they're really good at. Nor are they pointed in a direction in which their material success is most likely. This is the work that we do.

### **Properly Guiding Individuals**

The most important thing for me in my own realization of my work over the last three years in BG5 is how important our work is with the individual, in order to be able to begin this process of properly guiding people before they make the mistakes of entering into the wrong kind of auric format, in order to be able to succeed materially. And doing so, simply because this is what is conditioned around them and the way in which they are expected to operate.

The kids that grow up with a company parent are being pointed towards a company job, even though they may be deeply entrepreneurial and will find that entering into those group environments diminishes their own dream or their own possibility of what they can achieve.

## **BG5 Engineers**

We are engineers. We're very different. We're not about relying on or accepting the fact that the Penta is a fait accompli in that there's nothing we can do about it. It's not family. And to put the right people in the right environments, to put the right people into the right auric environments, this is going to transform their lives. And they're going to save an awful lot of energy and a lot of whatever, anger, frustration, bitterness, disappointment, whatever the key may be in terms of their design, save them a lot of grief in the end.

There's nobody standing around when we were 17 or 18, one of these consultants for kids to give them ideas about what schools to go to or what things might be interesting, blah, blah, blah. There's nobody there telling them who they are, how they operate and what is the best way for them to deal with the material plane.

It's one of my—yeah; it's something that I would love to see one day. That is, more and more young people being pointed at career profile analysis as a way to really give them a head start in terms of operating on the material plane. This is something that is just so important. We need to see that one of the most important things that we can do is provide individuals with the kind of guidance that is so deeply profound because it isn't available.

## **Will be Held Back because there is no Role for Them**

And of course, we see it right away. We see it right away because we know what the criteria are. Think about what it means for this person to be inside of a Penta. What it means is that they do not have a role. They don't. And they're going to be held back because of that. They just will. And they're going to need all kinds of others in order for them to be able to even get functionality out of all of this. They don't really bring any themselves. They don't bring anything that is complete. They don't belong there.

But we know how many people are working in groups all over this planet who don't belong there. And of course, we're dealing with all of the dysfunction that is simply there on the material plane. We're here to engineer for what's correct. You go into a business and you see in the group there's somebody like this and there is dysfunction in the business you might as well send them away. They want out anyway. They don't fit in. They're uncomfortable.

Again, it's something to understand about the work we do, that one cannot get too personal about all of this because in fact when you look at this just simply from the objective point of view, this is somebody that is not going to be fulfilled within the pentic environment. They're just not.

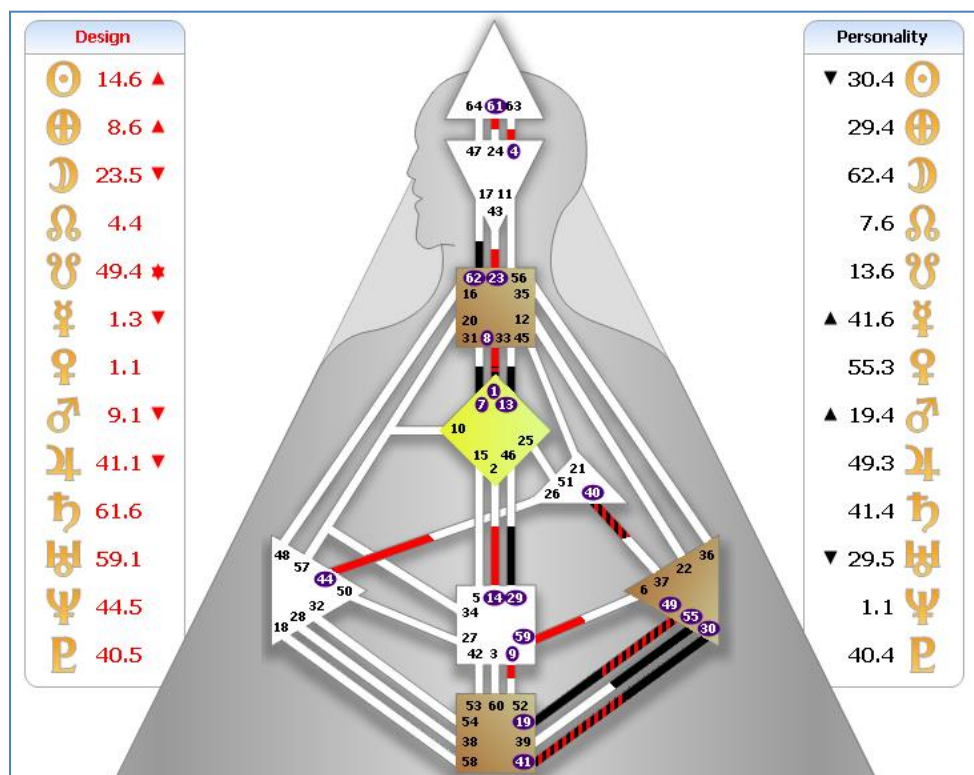
**Comment:** *All my experience so far shows that the people know anyway that they do not fit in – often a relief to hear it...*



**Ra:** Yeah, you're right, exactly. It's a relief for them to hear it because they really want out. But again, they're afraid. It's their jobs. It's money. But the moment that it really concretizes for them is the moment that whatever possibilities are there for them arise because their own awareness is going to tune them into different opportunities. It's one of our things about being honest. We're very honest. Mechanics is very honest.

### Chart 4

Okay, so the moment you come in here, right away we're got a different story. For the first time now, we have a defined identity. We have definition in the 8/1 through the center. We have a lot of activations. In other words, we've got the two lower and then we've got these three coming out of the G Center plus the 8<sup>th</sup> gate plus the definition that goes to the Throat. So, we've got 50% of the activations necessary, plus a definition and the definition in the role.



Now, this is somebody that will fit very comfortably into a Penta. And they'll fit into a Penta because they're always going to have their role and their role is that they're going to have to carry the responsibility in that sense for demonstrating the Penta, being the spokesperson for the group, being the one that really can speak for the group and can put forward the group personality that could be extended outward. You're looking at somebody that can belong in the Penta.

The moment you have somebody like this that brings this potential, and of course, you've got somebody that's got the 14<sup>th</sup> gate, the moment that somebody comes in with the 2 you've got the full system here, you've got a full Sphinx powerhouse going right through up to the Throat and everybody in the Penta is going to benefit because the potential that is there in the resources that are there in the 14 that those resources are going to be driving right away through.

### **Projectors and Definitions; Power within the Penta**

So you can see this being brings very, very important values to a group. And this is somebody that is going to be able to function within a group. And we're dealing with a Projector. And of course, the moment that you're dealing with a Projector, again they have tremendous gifts within any kind of enterprise environment in which there is a need for systematic understanding of the way things have to be done and so forth and so on and all of these things that Projectors are so good at recognizing things, whatever, being recognized. It's very easy for this person to be recognized for their power within the Penta.

I'm sure if I asked this person's family about who speaks for the family I don't think that'll be a problem. And of course, the moment you have a role within the Penta is the moment that you are comfortable. Role definitions are things that are very powerful, very powerful in terms of how you feel about what it is for you to be in that grouping. And here for the first time we can begin to look at this and think about how we could help this being develop and enhance their Penta skills.

And again, you'll see that as we go through the Alpha One process, what it means to really develop the not-self skills, because these are not-self skills, to develop the not-self skills in order for this being to function at their best. Now of course, the moment we're working with an individual and we are working with a Projector, let's say that this is somebody who is 17 or 18 years old who is looking for a consultancy for their future.

One of the things for me that would be a key for them is to get them to start their career by working in groups, but with the goal to manage them. In other words, learn the trade, learn the business, you'll be comfortable on the inside. But learn it so that ultimately you can run it, you can manage it, you could duplicate it, recreate it yourself.



## The Classic Alpha is a Projector

In other words, learn how things work because this is the great key for any Projector, learn how things work and once you learn how things work then you can step out of the Penta and become a classic Alpha because after all the classic Alpha is a Projector.

And again, it would be quite a different experience. Not all Projectors, for example, a Projector like this, not necessarily would they enjoy stepping up out of the group. They're very comfortable inside the group. They're comfortable because they have their role and they have their place. And they have their fingers in things. They're all part of it.

So, they're not necessarily so excited about stepping out of it and being isolated. Not everyone will be. It will depend on the designs. Again, this is part of an ongoing process of beginning to understand how to see an individual's relationship to the potential within the Penta, and the potential without.

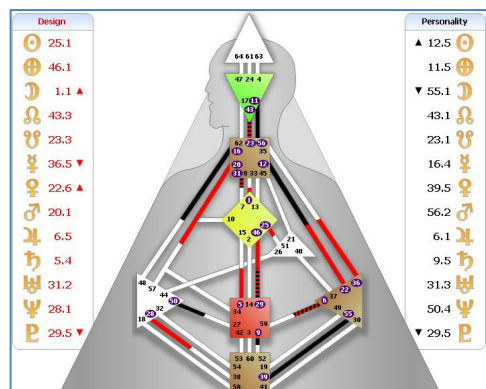
## Projectors need to focus on Management Skills

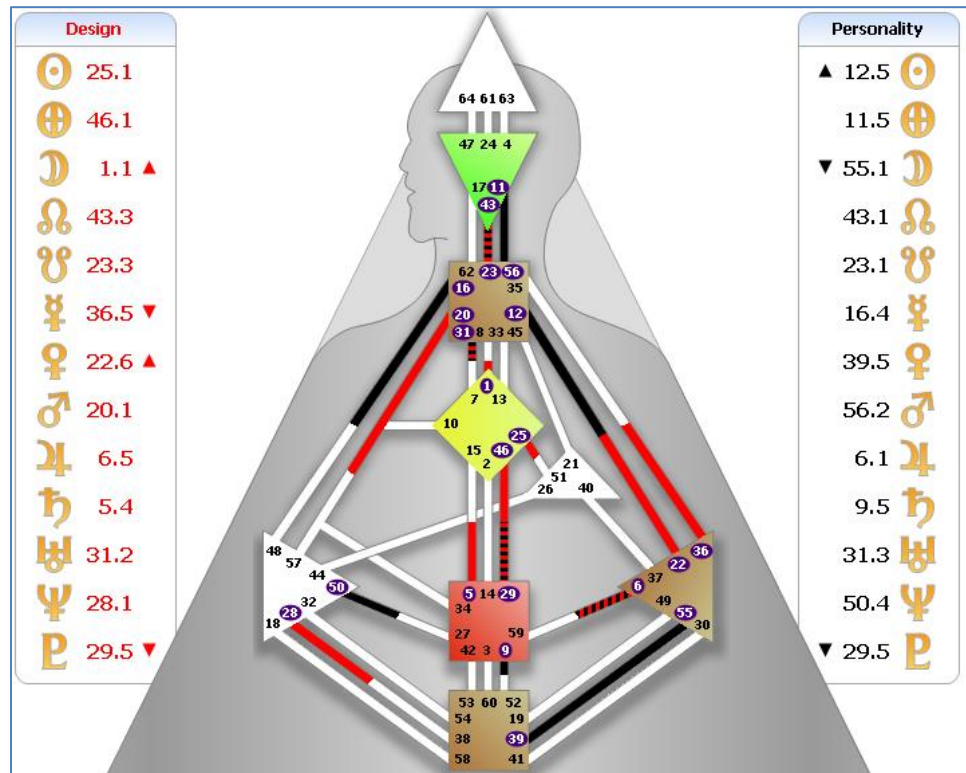
The moment you're dealing with Projectors, you're always looking at somebody that needs to be focused on management skills, whether they ever become managers or not. It is one of the most important attributes of the Projector and deeply important for the successful functionality of businesses as a whole.

And so, the Projectors who are involved in business, this is always, for us particularly, a real opportunity to develop a talent. That's the beauty of the Alpha One process, to develop the skills of this Projector so if it does step out of the group itself, it's going to be very comfortable in a role of being an Alpha, guiding an actual Penta.

## Chart 5

Now here we have the other side of the story. Here's the other side of the story in the sense that we have definition, but we have definition in the lower PentaGraph. We've got a lot of activations. Again, there is strong doubling of activations, and so forth and so on. The definition obviously is significant. It means that there is an important contribution that this being will bring into any Penta.





And of course, what they bring is this ability to homogenize, to harmonize is a better word in that sense, to harmonize people and point them towards commitment. Now, one of the dilemmas in all of this is that within the group, this person is forced to become the cheerleader in that sense of getting people to really be committed. And at the same time, there is no real role that comes with that.

Again, the moment you have definition but you don't have role definition, it depends on who you are, how long you will put up with that. You've got somebody with an undefined Ego. You've got an undefined Ego, you've got people who under value themselves.



If they under value themselves, despite the fact that they're responsible for the harmony and commitment within a group, they're willing to accept a secondary role. But that doesn't mean that that is what is correct for this particular being. It doesn't mean that at all.

It can be very, very deceptive when you look at Penta. I'm taking you in a specific perspective today. We're looking at Penta affinities. It's not like—and I'll come back here in a moment—but, it's not like we're going into a business where these people are already a group, and we're seeing the



basic dysfunction. And we're not worried about the fact that this person or that person or anybody else fits in there or not. We're concerned about the gaps that are there and filling in the gaps. It's a different perspective.

### The Goal is to create a Healthy Business

Our job is to create a healthy business. Our job in that situation is not to awaken each member of the Penta. Our job isn't to go into a business and say, by the way, three of you shouldn't be here, let's start from scratch. It would be nice to do that, but we're certainly not going to have cooperation from the people that are going to pay us if that is what we're going to do. That's not our job. Our job is to bring a proper and successful bottom line to the way the Penta operates. And our goal is to fill that Penta.

It means somebody has to leave. There are five people in the group. It means that somebody has to leave in order for this to be returned. And there are a lot of people that could leave and it wouldn't make any difference, frankly. It's just one of those things to recognize.

This is the whole balancing act in engineering. You take one out and you try to bring somebody in that's going to fill what they had. And you try to go for the least amount of damage. And if you look for the least amount of damage well yes you get there. You can see that red isn't very significant in all of this. You can do without red and you're not going to change the basic configuration.

### Looking at Individuals and seeing their Inherent Potential for Penta

And then you look for somebody that's going to do this (vision and oversight). My approach today is different. I'm not talking about that now. I'm not talking about the way we would actually look at that situation. I'm talking about looking at these beings and seeing what is the inherent potential in these beings. Are they oriented to Penta or not? If we come into the business and Chart 5 is part of the business, we don't want to scare her away, after all. She's bringing all these activations (pink banding). She's bringing the harmony. She's bringing the commitment. She's not our problem. It's the gaps that are our problem.



The gaps are what are killing the business. We don't want to create another dilemma. As a matter of fact, if you were working on that Penta you would never look at either Charts 4 or 5 in that sense because of course they're obviously good for the Penta. What you want to do is, all right, this one (red banding) is going to have to leave. It's the easiest way. Chart 3, I'm sorry, we love you, but. And you'd

be better off on your own anyway. You'd be a great entrepreneur, which of course is seriously true. This is not a really healthy Penta.

And then because you have minimal, minimal damage in that sense, and you do, you have very minimal damage, then you go there is a 14; yellow and yellow is an essential ingredient. This is Chart 4. Yes, you don't need the red (Chart 3). What you need desperately is that this is a Penta without vision. You can see what I mean by discounting.



You don't need the red here. The pink will still hold the definition. You don't need the red here because the blue and the pink will hold the definition. You don't need the red here because you already have an activation. You certainly don't need the red over here, you've got pink definition. And there is no red in here. So obviously, red doesn't matter. Let's put it that way.

### The Binary: Skills and the Right Elements

And again, you always have to keep in mind that we're dealing with the binary of our process, which is people have to have skills and at the same time they have to have the right elements. If Chart 3 (red), for example, in this situation is the one that is the most logical to leave, you also have to see that though her leaving isn't going to impact the way in which the Penta operates, her skill set may not be easy to replace.

And again, one of the dilemmas we have in engineering is that we always need to replace both the skill set and of course find those activations. We want somebody that has this and this (*vision & oversight*). And the moment we do that, we've got a functional Penta. Now of course, we already know that this Penta should be built on Charts 4 and 5 (yellow and pink), and everybody else should go have an entrepreneurial life, or whatever. But they don't really belong in that Penta.

Again, we are not going to have the luxury of being able to do that. We're not. You take somebody like this (*Chart 5 – pink*); they're a great foundation for a Penta. And it's not like they are going to have the same kind of discomfort or resentment that can arise when you don't have any definition. When you have definition you do get your rewards.

It's just not the same as—the net result for Chart 5 (pink) is always that no matter how successful she is within the group, she's never given the rewards that are really



rightful. In other words, she's never recognized at the level that would be commensurate with her potential because the group is always holding her back. You're always being held back because of the limitation of the lower definition.

But again, it wouldn't necessarily mean—it would take time for anyone to really recognize that. It takes years of working in a situation where, because you do fit in and you do feel a part of it and because you are making a contribution, it takes time before you realize you're getting screwed. And this is what happens in this kind of process. You don't want to build Pentas on beings that don't belong there. Unfortunately, we're not going to have the choice.

### Engineering seems to be Cold

One of the things about engineering is that on the surface engineering seems to be something that's rather cold. You look at the red and say, "Hey, you really don't matter in all of this. And we really don't need you. As a matter of fact, you are really expendable." The dilemma with that is that their skill set may be superb. You cannot fire them, in that sense, for lack of skills or they're not doing their job well, or whatever, because in essence it's not really true.

What you can do with them is let them know that they don't belong there and they know that. And you should really suggest to them that it's time to move on and give them a chance to move on. They don't have to run out the door that minute. But it's very important to recognize that because they don't fit into the group doesn't mean they don't have skills. They do. But those skills, regardless of how good they are, are not helping the group because they don't bring elements that are really going to make a difference. They don't.

### Engineering takes Time

Now of course, this could all be very different in a different configuration, but in this configuration this is the expendable one. And then you have to look for the activations and the accompanying skill set which is why engineering is something that takes time. It's not as easy as normal hiring. It just isn't because you have to have these combinations. And right away you can see that the way groups are structured, you bring it together and right away you can see what all the problems are going to be.

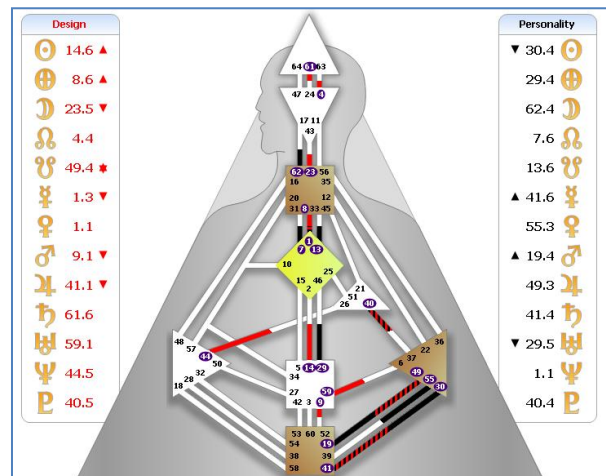
None of this down here gets anywhere. There is no vision. If we put these people together in an arbitrary Human Design group, they can all be in each other's aura and they would get a Human Design office and they would be working together, they wouldn't know what the hell to do. They wouldn't know where they would want to put their—no vision. Not only no vision, but no oversight. So nobody really knows what's going on anyway. This is a disaster. It would never survive as a group. It just wouldn't.

It would be another story if we actually engineered this. And it would be another story if we had an opportunity to meet each of these beings before they would enter into their work life. And I would say to her (Chart 5) don't do it even though it feels good. Use it for experiential learning. Learn about groups. Learn about group dynamics. But at the same time, this is not your future. But it may be a way for you to work with groups on the outside. This is not the kind of design that is going to be able to survive groups for long.

### Ideal: Role Definition, Hanging Gates Below

Here is the beginning of our—if I was going to build the Penta and I had these five designs to work with, they were my candidates for, in athletics they call it a franchise player, that person that is really the basis of the future of the business, the one that's really going to be the rock. Here is my rock (Chart 4). I start here. You give me this one person; I will build the super Penta around this person, a super Penta.

And to build a Penta in which there are very, very strong role definitions. The ideal is role definition and hanging gates below. That's a great combination. So you get somebody that has the 31/7 and they have a hanging 46. You get somebody who's got 33/13 and they've got a hanging 2, whatever the case may be. That would be an ideal.



My fantasy has always been the same. The ideal for somebody with our kind of knowledge is that you've got somebody that has a lot of money, they've got to have enough money to be able to fulfill whatever their fantasy is, they've got enough money and they want to build a group around them. This is where we're at our best. It really is.

**Question:** Would you build a Penta around a 31, 8, 11, 14 (open G)?

**Ra:** What I mean by that is that I'm only taking this as an example, because it is this group of five people. In other words, if I was handed this group of five people, let's say you all had the same skill set, Human Design people, all had the same skill set and I was asked to create a Human Design group that was going to work to make money. And I had to choose somebody to be the person that I would select to do that, aside from who any of you are, aside from Personality, all this stuff, this is the person (Chart 4) that I would choose based on what the others don't have, in that sense.



## Upper PentaGraph Definition are True Penta People

It may be somebody else if I see a different configuration, in that sense. But here in this particular sense, yeah you're always looking for the definition. People who have definition in the upper part of the PentaGraph are the ones that are the **true** Penta people. They're the ones that are really the true Penta people.

You can show me somebody that has definition like this (5-15, 2-14, 46-29), and I've seen it, and no definition above and even though they're an incredible source in a Penta and you'd love to keep them in there, there's always a part of them that's deeply uncomfortable with it, because again, they are giving and giving and giving but they never get recognized in the same way because they can't within the Penta and within the constraints that are there within the Penta. This is so important.

**Question:** *Yes, just wondering about significance of G in choice.*

**Ra:** Well, the G—you cannot avoid the fact that because the G is the center of the mechanism, it's where the vortex is. It's the center of the graphic. Definition automatically defines the G. So clearly beings with defined Gs within the Penta construct, limited to those channels, and particularly the 31/7s, the 8/1s, the 33/13s, these are the ideal Penta people. They're the ones that are going to be the most comfortable in groups. They're the ones who are going to be the most balanced in groups. They're the ones who are the most consistent in groups because they have the best part of the process. They really do.

The ideal is definition above, hanging gates below, and build a construct here. Sometimes it is okay because you have people that have multiple definitions above and below. And of course, they're the best people of all. Somebody would walk in the door with something like this (1-8, 2-14, 29-46) and you go, yes. It makes it so much easier for you to get the right skill set without having to suffer because they don't have the elements. In other words, in many cases in engineering you sacrifice a certain level of skill in order to get the element that you need.

But the moment you've got a very, very strong—let's say two people in the Penta that really form most of what the Penta is, it gives you the opportunity to go for a higher skill set and at the same time not suffering in terms of the way in which the Penta works in terms of the functionality or the potential functionality of the Penta.

## People who don't belong in the Penta

The most difficult thing for us is to walk into situations where there is somebody like Charts 1, 2 or 3 in which you have situations in which—and here's a classic example, the defined G not in that (*Chart 1*), so it's very different. Where you have situations where there just isn't going to be the benefit, and this is the most obvious (*Chart 2*), there is not going to be any benefit for this person to be in a Penta.

When you walk in the door of a business as a consultant, you're not a New Age healer. You're not even a Human Design analyst, unless it's a situation in which they particularly know what this is related to. It isn't about that at all. It's about seeing that it can often be difficult because you will look at a group of people and you will be able to see very clearly these people really don't belong in here.

And of course, the benefit is that what you're actually doing, what you will actually do, which is a kind of—it's bizarre to even think about it—is that—let me get to the Penta illustration. Okay, we've got certain people in the Penta, as an example, who



really don't belong here. And of course, in this situation if this was actually a group because of the gapping, this would be clearly evident and very quickly this would be a group that would be in tension and that there would automatically be some level of problem. And it would be a blessing if the whole thing dissolved.

However, let's say that this is a business that we walked into and we are dealing with an outside owner, manager, Alpha, whatever the situation will be and we say, "This one's (red) got to go and we're going to hire somebody." So, this one goes. And in fact, she's the only one that is

really lucky because she gets to go. Because we do bring in somebody else and we do make the Penta functional.

### Trapping People who don't belong in the Penta

The moment we make that Penta functional, (Green) and (Blue) and (Pink) who have remained in the Penta, suddenly things get better. They do. They get better because you've brought functionality. Suddenly there is a real movement and flow in the way in which the Penta works. And it is a kind of narcotic in the sense that it dulls down what would be the true tendency in those that don't really belong here to want to get out. And the moment you go in and you fix the situation, you trap them. You do.

There are so many people who are in jobs where they want to get out because they're not group people but they don't. They don't because they're making a living. They don't because they need the money, they need the job. And you see, in those situations where you go in the door and you heal the gaps, those very people who never belonged there, where their real material future is elsewhere, that in fact they will continue to be lost in that Penta. And in fact, more than just lost, actually feel



like they're getting somewhere because the Penta as a whole is operating more successfully.

When we look at it from those eyes, it's quite difficult in a way to walk into a business and to, in fact, in the work that you do, though you satisfy the role, that is, the role of fixing the business, creating a better bottom line, making sure that it's profitable, at the same time you have to see that there are those that are adversely affected by that. In other words, they get locked into that.

Now again, the business will do well. They will be able to keep their jobs. They're going to get their pay. They're going to feel better about the work that they're doing. They **are** not-self. The chance of them really breaking out and fulfilling what is their unique, individual, entrepreneurial destiny is unlikely. However, we need to see things.

### Introducing People to Their Correct Material Pathway

I want you to do incredibly well in your business analysis, but at the same time I want you to see that the way we can make the business world a better world is by introducing people to what is correct for them as a material pathway. And it is something that is very, very important because at least for every one of those people that you can do a career profile analysis for, you know that you're not going to end up in a situation ten years later where you're locking them in, or a year later, whatever the case is, that you are locking them into an environment that really is so unhealthy for them.

This is often what is going to take place. It's why for me I put so much emphasis on the individual. It is part of the nature of my work to make sure that the individual has the best possible opportunities in the material plane. This is the place to make an enormous difference in people's lives, an enormous difference in people's lives.

**Comment:** *This way we have people who only work to make a living, instead of enjoying their work as part of their life.*

**Ra:** Yes, yes exactly. We all know this. After all, so much of the beauty of this knowledge is that there isn't anything that's said that you don't know. I'm talking about you as beings, using you as examples of things we know. But then again, we are very different in the sense that we have a very different kind of education, a very different kind of involvement in the understanding of human nature, our own nature, our relationship to others.

### Keeping Clean in Career Profile Analysis

I want to reinforce in you that in order not to have bad feelings, you have to see that career profile analysis is the way in which you keep clean in this. And that's very important for your own spirit. You can't go in and clean house in Pentas where you have beings that don't belong there. You can't. After all, these are people's lives.

They do have jobs. And even though they know within themselves that they don't belong there, they don't want to go out on the street because they're not capable of it. And you're not going to be able to do anything for them unless they're ready to pay you to help them to be able to do all that, to learn how to operate in terms of what their true potential is.

### **The Binary Aspect of the Consultant's Work**

That's the beauty of being able to work with people from an introductory level before you meet them in a group. This is one of the most important binary aspects of your work as a consultant. One side of your work is always geared towards preparing individuals, opening up the doorway for them to be able to operate correctly on the material plane. The other side of that is dealing with the fact that in any given Penta you're going to work with, there's always going to be those that you're going to see quite clearly do not belong there.

### **Helping Make the Workplace Better and Healthier for People**

Yet at the same time, the best you can do for them is bring functionality to the Penta so at least the life that they live as not-self, at least that life itself has a better quality to it, has a better material potential to it than what they have been experiencing. It doesn't give them the freedom or the awareness to transcend the limitation of an environment that's not for them. But, it is going to make that workplace better for them and healthier for them. And who knows, maybe, maybe they're the kinds of beings that in seeing the kind of work you're doing may be interested in finding out about themselves. And in that lies another opportunity to transform their process.

But there are always these two sides to it. And in looking at these Penta affinities, I hope this gives you a certain pause in thinking about people and Pentas in terms of business because it's very, very different from anything you can imagine or work with within the family construct. You have to see that so many people don't belong in groups and that you're going to be dealing with them. And that so many people can be helped to avoid groups so that they don't have to diminish their potential in this life.

These are the two directions that we have in our work. For me, career profile analysis, being able to see through Penta affinity whether somebody belongs there or not, is such an important thing to be able to offer to another human being. It's so important.

Okay folks, as always, it's nice to share it with you. And I want to tell you ladies never, ever, ever come together in a group, please, because it would be really sad. And other than that, yeah, all of you have good weekend and take care. We'll see each other next week; bye for now.

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## Lecture 10

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### Looking at Pentas

#### Pentas begin with the Individual

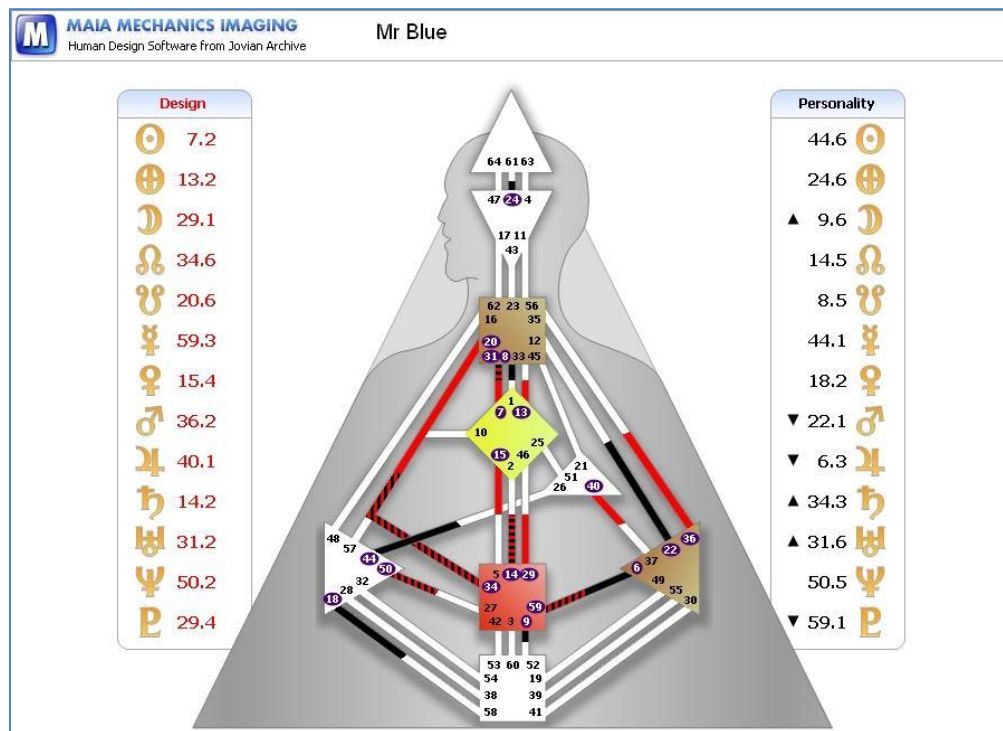
Okay, looking at Pentas, my theme today is really taking all kinds of bits and pieces of what we have been going through—after all, we're coming to the close of this semester—and begin to look at the way in which slowly you can see how it all fits together. It always begins with an individual. And in beginning with an individual I have mentioned a number of times about my ideal. That is, the ideal that you have an individual and that individual wants to be able to do something, has certain specific skills and with that gives you the opportunity to help them find what are the right beings to be associated with.

And it is why I'm using these particular charts. They're from a student. This is a story basically about her brother who was on his own and wanted to be able to do something and this is basically the process taking place. Now, it's interesting to notice something about beings. All of us are condemned—I don't mean to put it so heavy, but it's true—all of us are condemned to operate on the material plane. You can't avoid it. Not everybody is built for it. Not everybody is designed for the material plane, in fact.

#### Mr. Blue

And of course, most of the way in which we understand the material plane, go out and get a job, in that context when you're looking at somebody like this you can see right away that there are going to be dilemmas, there are going to be ongoing dilemmas for this being in terms of knowing what to do with their energy.

Everything about our knowledge, the advantages we have, is our insights into human nature, into understanding the dilemmas that are there for a human being that's operating out of the not-self. We know that this is somebody with an open Heart center that it's very important for them to prove themselves. This is somebody that can be easily embarrassed in life, embarrassed by failing, embarrassed by not doing well. And of course, you've got a 6/2 and you know that in the first 30 years of their life that there was going to be a lot of that. There was going to be a lot of trial and error. There was going to be dilemmas.



### Look at the Not-Self and what Drives Them

The reality for somebody like this always, the moment that you look at somebody's chart you have to look from the beginning at the not-self and what drives them. Here is somebody with their open mental system that through that open mental system they end up pretending that they're certain about things, but they don't know. They don't really. And they don't want to get called out either. So they end up holding onto things or being involved in things that really are just not good for them.

### The 20/34

And of course, under this pressure of having to prove to everyone that somehow they are worthy as beings and feeling the deep, deep pressure you've got, two open pressure centers, the deep, deep pressure that's on this person in this life. And of course, what we know is that you've got a being who is an emotional Manifesting Generator. A pure Manifesting Generator, which is what this is, a 20/34, it is the only direct connection between the Sacral and the Throat Center, so what you're dealing with is you're dealing with a power system. It's a power system. In fact, it is an empowering system.

It is the quintessential activity channel; activity. But because there's no 10 that means I don't know how to act in all of this activity. "I don't know what behavior is correct in all of this activity." And because there's no 57, "I don't have any intuition

or awareness guiding this activity.” That you have somebody that's quite capable of just blindly running along.

And because there is a strong identity, even though the access point is unconscious, and obviously for us when we're thinking about Penta right away we can see that this person has a Penta future and if they're going to be saved at all from their own misguided running around, that the Penta is about the only thing that's going to do that for them, along with a good 43/23 in their life.

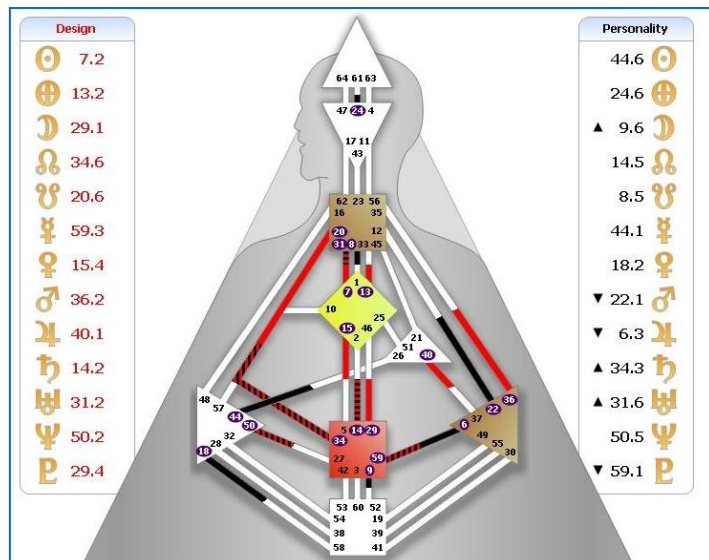
Always something to keep in mind about the 20/34 is that this channel is here to be guided. It's here to be guided. This is the classic relationship. How shall I put it? The infrastructure relationship between Projectors and Generators; that is, the projected 43/23 and its ability to be able to structure. Through that structuring to recognize what structure is necessary for the activity of this being.

### This is a Penta Person

The moment that you look at the design you can see right away that this is somebody that is going to fit very, very nicely into a Penta. It's got definition in the upper PentaGraph which means that it's going to have a sense of role, it's going to have a sense of importance, in that sense. And it brings a lot of valued activation. It brings activation to every single channel. And you can see that it brings double activation to the 14.

Think about what it's like for somebody who is—we saw last week because last week was very humorous, from my perspective, humorous in the sense that when you bring natural entrepreneurs together, which is what basically all of you are, and you put them in a Penta it's always a joke, as we saw last week.

But the moment you look here, you're not looking at somebody who should be on their own because that's when they're a total mess. This is a very, very powerful emotional system. This is somebody with their individuality who is melancholic, up-and-down on the wave, has some difficult aspects that are there, real dilemmas in their intimacy in the way of maintaining intimacy, just blowing past things and leaning on their leadership. On their own, there are real problems. In partnership, there's danger because they're really designed to be in a Penta. This is going to be their salvation.





You put this one in a Penta and they're really going to be comfortable. And their gifts (20-34, 59-6), which are not the gifts that are here (in the Penta), quite frankly. Yes, if they're ever going to be correct which is another story, after all, this is not about Human Design, it's BG5. The fact is that where their real gifts are is here (Penta activations) and this is where they're really going to be able to function in a way in which they are going to be rewarded and that open Ego of theirs isn't going to constantly be calling them to disaster, because that's what happens when they're on their own.

And of course, we know right away that they're going to have their dilemmas in relationships. There's no question about that. Partnership is not going to be the key for this person. They've got real problems with intimacy. Again, it's just about seeing what's there. They're going to have those problems. So, if this person is coming to me and my job is to point them towards what is going to be a viable future for them in terms of where they can operate most efficiently in the Maia, it's in the Penta. This is a Penta person.

### **The Need to Demonstrate**

We looked last week, we saw Manifesting Generators, we saw different aspects but we didn't have the same kind of Penta configuration. You look at this Penta configuration and you see this person is going to feel really good in a Penta and brings enormous potential to a Penta because of all the activations. This is somebody that on their own just keeps falling on their face. But if you put them in the right group everybody is going to benefit. Everybody's going to benefit. This is a powerful force, after all. And one that strongly needs to be able to demonstrate.

Again, within the Penta stripped away from the frailties of the open BodyGraph, in the Penta it will have its opportunity to demonstrate. It will have its opportunity to flutter its feathers and let everybody see how terrific it is and get the response for that. And whenever you see somebody that carries strong 14s, and here we have this double 14 activation, the recognition that this is somebody that brings a very powerful resource. You can see in their own life they lack vision. It's not their fault, after all. And of course as not-self rarely do they have the opportunity to align to a force that can meet them on the other side in which both benefit.

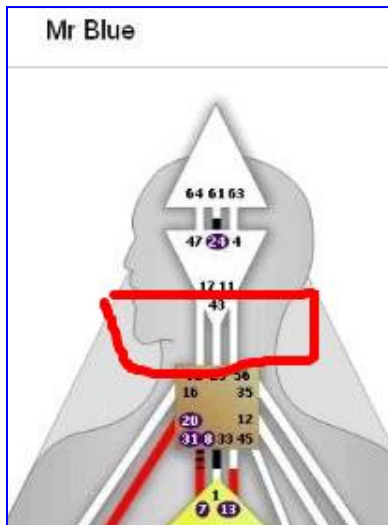
### **The 2 and the 14 Together**

Yet the moment you put them in a group, that's the moment they're a potential resource. As long as there is a vision there, the vision is no longer belonging to that one person. If you're in a partnership with somebody and you've got the 14 and they've got the 2, that is just a bargain. It's one of the basic electromagnetic bargains. It's interesting for both. It can be beneficial for both. But you both are aware of it. I bring in the vision; you're bringing the resources. I happen to be a 2, I don't have the 14.

But the moment that you're in a Penta, the same configuration, that's not the identification. It isn't. The vision is something that the Penta is expressing. It isn't necessarily coming from the person who is bringing the 2<sup>nd</sup> gate. It isn't because in the context of Penta it's something else. And it's not personalized in that way because the Penta is working hard on homogenization. You can see how strong a Penta person this is. He has the 15, pulls the Penta in around him, has the 29, ready to work hard to homogenize it and get everybody to make the commitment.

### Potential Psychological Problems

And you can see in the right team, there is tremendous material here; but not on their own. It's just a disaster on their own. And this is always a sign of potential psychological problems. You don't see it a lot. But it is something to notice. This is a situation when you have no activations in any of the three channels between the



Throat center and the Ajna. It means it is absolutely impossible for this person to in any way control what is going on in their mind in terms of getting it out to their Throat.

For many people this could be very, very difficult. But what it leads to is something important. I learned this years ago when I was doing readings in Hollywood and I was doing all these actors and actresses. So many of them had open Ajna centers with great difficulty, in that sense. Maybe one gate, maybe an unconscious gate pointed at a Throat.

And you could see that all these people ever wanted was a script that they could follow through with. They have this thought, "I'm going to tell George I hate his guts." And then they're there with George and it

doesn't come out. It doesn't come out because of course this person is speaking out of the 20, the 31 and the 8. They're not speaking out of this Ajna.

And even when that Ajna is connected, which of course means a full definition and dominance by somebody else, it isn't going to come out in anything like what this person wants. So these people need scripts. But they're too embarrassed to tell you that. They don't want their charade of being convinced to fall apart. You see, in a group, the script gets written by the Penta. The 'how to express yourself' is written within the construct of the job, its description and so forth and so on.

We've already learned a lot about this being in 15 minutes. This is your preparation. It's how you can have such mastery in your connection with beings who do not in any way have this kind of background and ability to be able to assess at this level. And of course, it means that we can be very, very helpful for this being by properly orienting them.

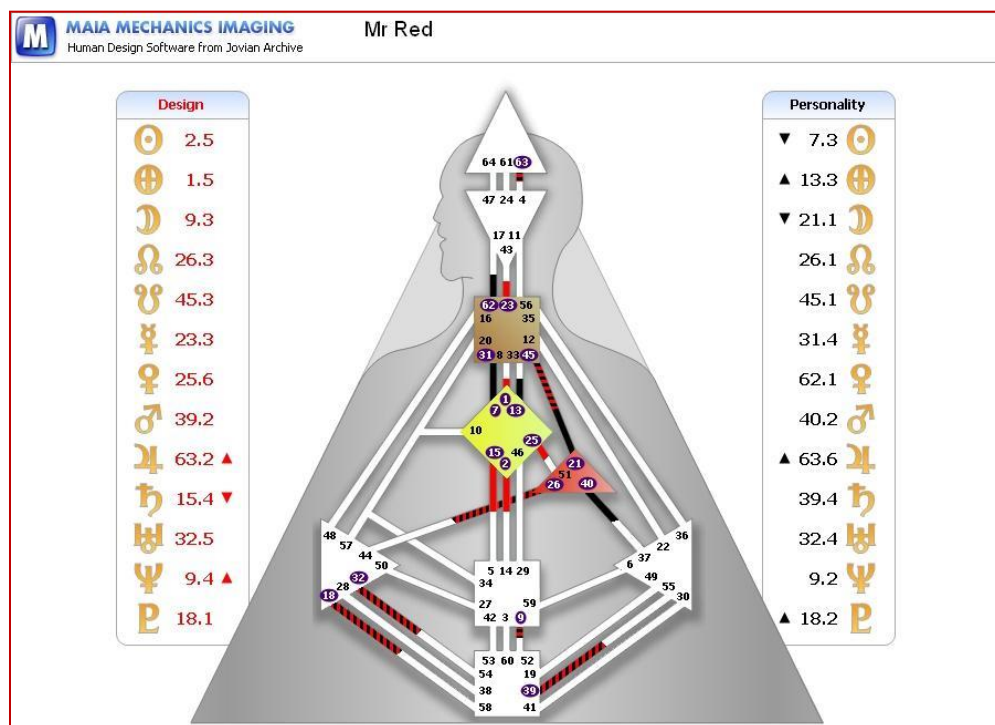


### Mr. Red

So, the first step that came along with Mr. Blue was that Mr. Blue met and began to or started, if I understand, to begin to work together with a Manifestor. So, here we we're going to have an interesting partnership. Notice this. It means that they remain open mentally together; two open centers immediately that remain open in this connection to each other. This is a heavily inflatable Ego. And this is always, always, always a potential disaster waiting to happen.

### The 3/5

Sorry, for anyone who is a 3/5, the 3/5 embodies the Peter Principle. If anything is going to go wrong, it will. Something to understand about the 3/5 is that they're really designed to make sure that something goes wrong because otherwise there's no place to go. This is the discovery profile. The dilemma with the 3/5 as not-self is that when it blunders its reputation gets damaged. And you have a deeply, deeply material, deeply material Manifestor. You've got a pure Ego Manifestor.



This is somebody that is an Ego powerhouse. There is no other way to describe that. They've got the 26<sup>th</sup> gate, they've got the 40<sup>th</sup> gate, and they've got the 21<sup>st</sup> gate. And all of this pointed into the 21. So what you've got here is that you've got somebody that has to be in control.

On top of that they're an Alpha. And they have to be in control. And they're a Sphinx. This is a very powerful compact design. And yet, we know something. We

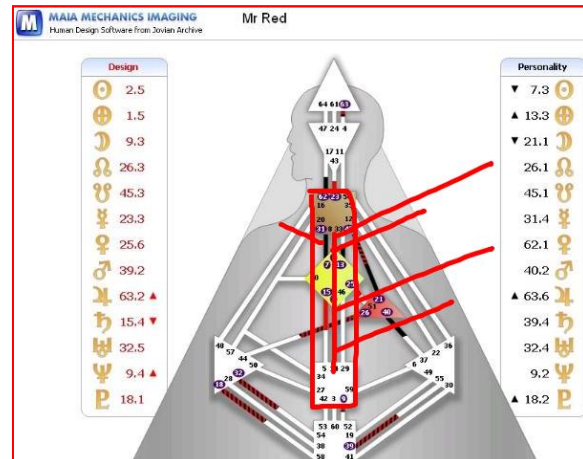
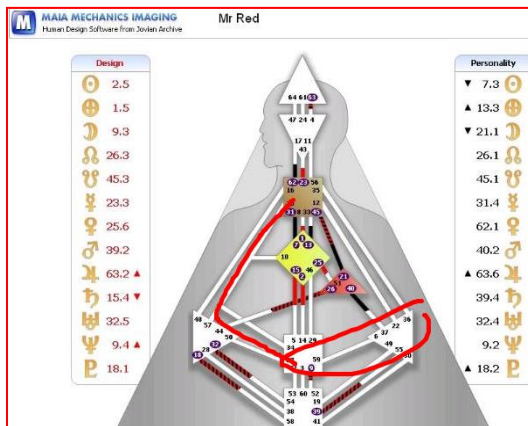
know that human beings are their not-self. He also likes to pretend he's certain. So you've got two of them that are ready to pretend they're certain with each other. That's quite risky, as a matter of fact.

### Ego Manifestor with Open Emotional System

This is somebody that has an open emotional system. The other side, of course, is the defined emotional system; the defined Sacral to the open Sacral, human beings, you know. Here is somebody that doesn't know when enough is enough. An Ego Manifestor that doesn't know when enough is enough. Look out; I know. It's dangerous. I'm an Ego Manifestor with an open Solar Plexus, open Sacral, and open Root. My not-self was one of the most chaotic things. It really was. What a buzz all that is.

### The Beginnings of a Dynamic Penta

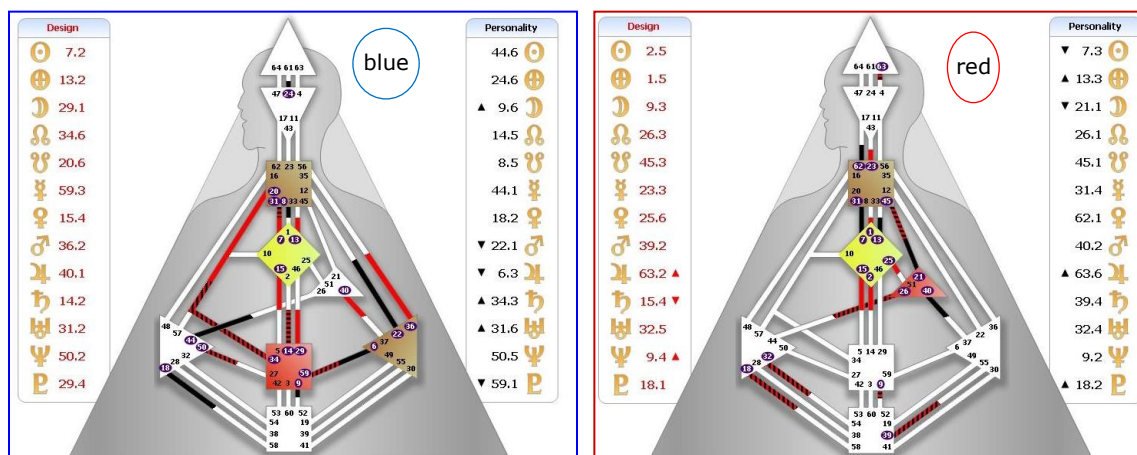
You see, we're locked in, in a way, to recognizing that the beings that we're dealing with that they're not-self. But we have many things here that suddenly change the moment that we just go, well, let's just look inside. And again, we have a strong Penta being, but we have more. We have the 1 to Mr. Blue's 8. We have the 2 to Mr. Blue's 14. We have something special there because instantaneously we have the beginnings of a very dynamic Penta (14-2-1-8). Except that as a partnership, it's not a Penta. And as a partnership, well, how long do you think that's going to last as a partnership?



This person (Mr. Blue) has problems in their intimacy and this is their Sacral emotional plane. And it is this Sacral emotional plane that this being (Mr. Red) is going to take in. And it's going to take it in, it's going to go roaring up here (amplification of the 6-59-34-20 path). And of course, Mr. Red is going to have to deal with a bond made and broken intimacy, the kind of intimacy that gets shattered all the time, the kind of intimacy that is very, very hard to stay with.

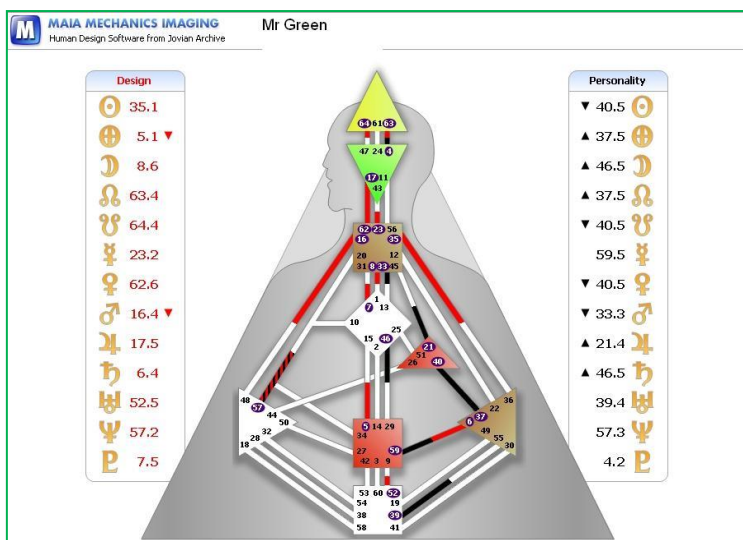


Remember the 59/6 isn't about maintaining a relationship. It's about getting close enough inside the aura. They're aura breakers. It doesn't mean that the intimacy is necessarily going to feel positive. The whole beauty of putting this person in a Penta is that you get rid of that. Forget all that.



## Mr. Green

Now, here we come to the serendipity because out of nowhere along comes Mr.



Green. Now, life is full of interesting things. And Mr. Green is now going to be together in this grouping with the others. And here we have something different. We have our split definition. The others are very compact, in that sense, single definition. Here we have a split. We have a split that at a personal level would have to compromise to the dominance of Red, as an example. But at the same time, would be very hungry to be able to meet that.

## Penta is a Limitation for Mr. Green

There are all kinds of interesting connections that emerge here. Now, here this is an open Self. And it's an open G that in terms of the way in which it's going to operate

in this life is that if it was coming to me and saying to me "what should I do," I would not say Penta. But I would only say not Penta if this person was coming to me for a career profile analysis and wanted to know what direction to take in life.

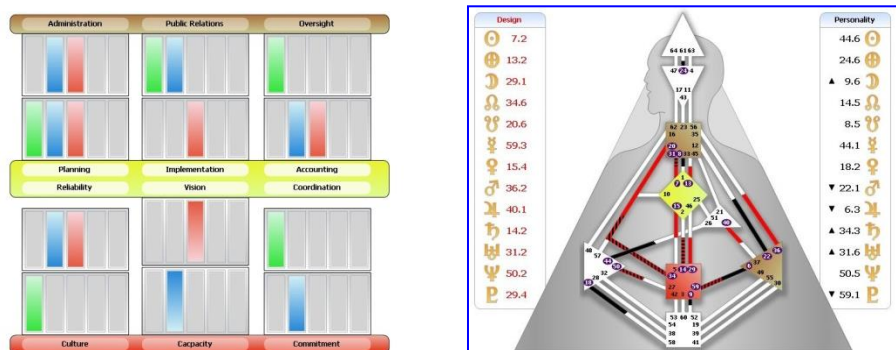
And by the way, the reason I'm saying that is obvious. Again, it goes back to what we've been talking about in terms of looking at Penta configuration. In other words, yes there's five activations; very nice, as you'll see, very nice, very useful when you're filling up a Penta. But at the same time, though it is very useful to the Penta, and this person will be all right within the Penta, they will, but the Penta is a limitation for them. Because if you're a split definition and you're weak in the Penta, you're designed for partnership. That is what is so important to a split, is to make that connection, to bring together that split.

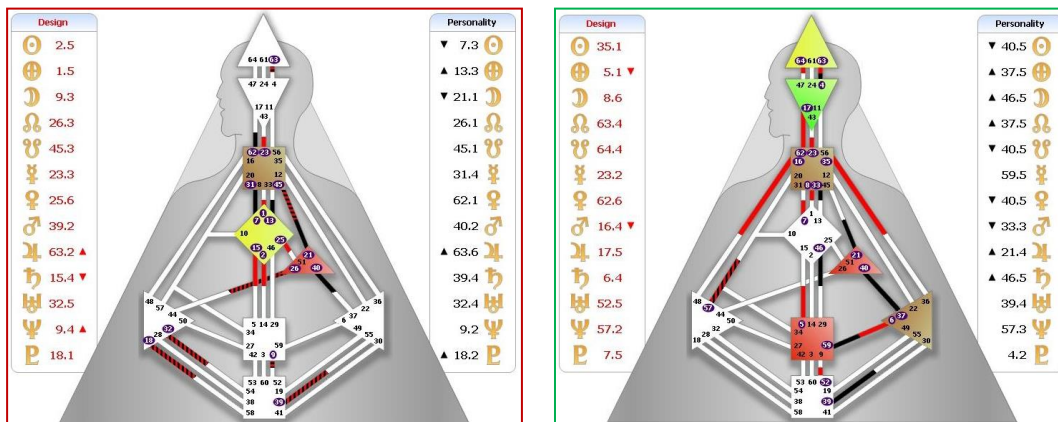
By the way, they get it both ways because Mr. Blue with his 36. And again, over here, there's a number of ways in which there's a hook here. But the fact of the matter is that exclusively looking at this person within the Penta, if they were coming to me for a career direction, I would point them towards partnership. The other two have to be in a Penta in order to have a life that can really work for them and be successful for them in terms of their material life.

### The Graph of the Penta

Now, look at what happens. Now, isn't that interesting? We have three. We have a functional Penta. We have a functional Penta in which all of everything that we need is there. Now, this is the classic configuration. If you get to functionality after three people, you have room to play. And what I mean by that is that no matter how good Mr. Green is going to feel in terms of being homogenized and being part of that homogenization and being part of the whole process, they do have places where it's interesting for them. But at the same time sooner or later, Mr. Green is going to want out.

It doesn't mean that that will happen right away. It doesn't have to. But then again, we know something about triangles. This is not something that Penta likes. Three always brings tension, always. And even though we have functionality within the Penta, it still means that there is a basic underlying tension that needs to be smoothed out by bringing in number four.





### Bringing in Number Four

I would never stop here because the one thing that you don't want is that situation where Mr. Green blows up, and there are all kinds of potential for that to happen, walks out the door, and leaves Blue and Red together to eventually fall apart, because they can't function in a partnership. They have to be in a Penta. And obviously, they need the functionality of the Penta in order for them to be able to fulfill their basic potential and beyond that.

### Hire for Skill

So here we have an interesting situation that you would think, all right, let's all cheer. We managed, with three human beings, by the grace of the gods, to have a functional Penta. The first recommendation that I would make is hire somebody else. And the advantage is that you can **hire exclusively for skill**.

Let's talk about that, because it is one of the basic dilemmas of BG5 engineering. And it's a real dilemma. It makes it much more difficult for us to successfully recruit in short periods of time because we have double criteria. That is, is not only do you have to be able to fill the skill set necessary for whatever job you're going to do, but at the same time you have to provide the activations that are going to be of value to the Penta itself.

I can remember going through screenings where I was given 12-13 charts of people that have applied for a specific job. It is amazing how difficult that is, in the sense that you have some people who have tremendous skills, who have very, very good recommendations, but they simply don't have anything that you need. And basically don't even belong in the Penta. And then you have others who have mediocre skill set but have fabulous Penta contribution.

And of course, you end up having to make a decision based on the best you can get from both, in that sense. If you have somebody that's mediocre that brings the

necessary activations to bring functionality to a Penta, their mediocrity won't be so bad. In other words, they'll be elevated by the very level of the Penta's functionality. And in fact, though they aren't going to bring perhaps the depth, imagination, or whatever that somebody else might bring, they aren't going to be a handicap for the business.

But it's an obvious to understand that not all functional Pentas are equal. And they're not equal not simply by the quality of the activations and again, the activations down to what are the line harmonies. But to see so clearly about the BG5 dilemma is that when you're in a situation like this you couldn't ask for anything better. First of all, you need the four. You have to have the four. If you don't have the four, you don't have stability.

And of course, when you're dealing with ingredients like Mr. Blue and Mr. Red, stability is something that is **absolutely** essential. So, this four, you've got to have this four. What you have, though, is a tremendous advantage in it, because the fact of the matter is that it doesn't matter. And I'm not saying it doesn't matter fully. It's obviously going to be interesting. And there are certainly many things you can look at with various candidates. But, it is a situation when you can hire for skills.

### **Hire for the Skills of Mr. Green**

The only thing that I would do is that I would make sure that whoever got hired for skills had essential areas that Mr. Green brought. I would consider that to be security, because ultimately Mr. Green will go. There's no question. Nothing is going to stop that from happening, even if the business is really a great success. It's not a natural place for them to be. And sooner or later they're going to want to—they've got a strong Ego. They're a 40/37. They love work. They want to be able to fulfill their work potential. At some point they're going to lose their romance with this particular thing because again at simply a mechanical level it's not ready for them.

So when you bring in that fourth leg to the table to stabilize everything, and by the way that'll keep Green there longer, quite frankly. You bring in that stability and you bring in a higher level of skill set. You can hire for the best possible skills. There could be some compromises you make in that in terms of somebody with not the very best skill set, but has these three gates (5, 46, 33). They're going to be more valuable than somebody who has a slightly better skill set and doesn't have that combination.

That's when you really get into the depth of looking at engineering and understanding that, like in this story, so far it's a good story. So far you bring together the Blue and the Red, these Alphas, in a proper functional grouping. You've got the right element there in the Green because obviously it is an advantage. It makes it possible for all of these other areas to be functional.



## The Fifth Person

And this opens up a tremendous opportunity. Whatever they are involved in, they can then look at bringing in somebody that is really going to enhance whatever their group effort happens to be. And as I said, basically you're hiring for skill set. And I wouldn't stop there. That is, I would wait about a year because that basically will give a square like that, a four-sided Penta like that time to really stabilize, for everybody to really be comfortable in what they're doing and for them to be able to see the real potential.

It's at that point that you need to start looking for the fifth person that ultimately is only going to be the fourth person because as I said sooner or later Green is going to go. And it is the ultimate insurance. As a matter of fact, by the time you bring in the fifth person, if that fifth person, along with the fourth person covers everything that Green brought, Green will go right away. And not feel bad, by the way. Just say, "Yeah, I really loved it here. It's been terrific. I've learned a lot but I'm really looking to enter into something else and I'm working on a partnership with somebody," and away they go.

And then you've got a very, very stable, consistent performing Penta. It's why I've mentioned it to you quite often, the ideal of having somebody that simply wants to have a viable grouping built around them and they're designed for that. You've got to be designed for that.

## The Alpha One and Career Profile Analysis Readings

This is why what our focus is going to be in the next semester, which is the Alpha One reading and the Career Profile Analysis reading, the ability to be able to not only guide an individual but to be able to groom individuals for management, for guidance roles, for leadership roles, to be able to help them understand how they can perform at their very best and be able to operate consistently and effectively with staff.

That ultimately is where we're going in what's coming up. And Mr. Green is somebody who would've deeply benefited from this. It's not so much that entering into a Penta is a waste of time. Again, because it's a functional Penta, it is not. And in many ways Mr. Green, as I sort of paraphrased saying, thanks very much, I learned a lot, in fact it's true. They will learn a lot, both positive and negative as we all do. It's a this-and-that world. But it will be valuable for them and not something that is going to feel terribly bad for them again because of the functionality. But still it's not where they belong.

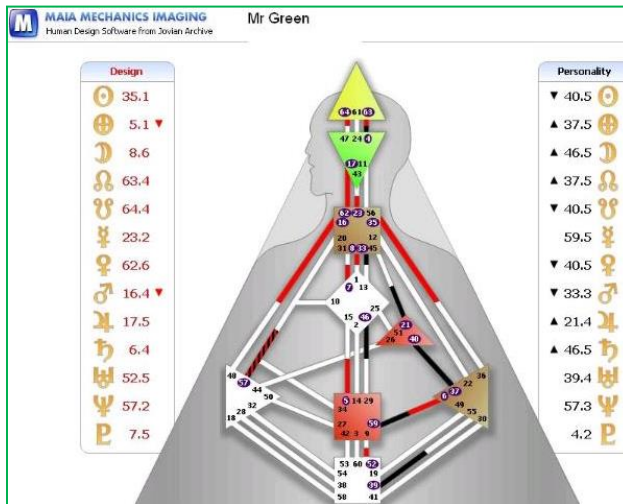
One of the areas is that there is always the potential of crisis. That's what I talked about in terms of the explosion that could take place in that grouping. There is the compromise that is there that is forced on this being so he cannot feel like he can exercise its control. And of course, we see that within the Penta he can't. He's in a configuration with two Alphas, two defined identities who think of themselves as role beings already individually. This person is not going to be able to compete with that. At some point it's not going to be good for them. It just isn't.

### Mr. Green is designed to be in a Partnership

That's the time for them to be able to move on and to move into what is correct for them. If they come to us beforehand—everything about this being is about understanding that they have to work with the other. They're designed for partnership. They're not designed to work alone. They're not; but, they're not designed to work in groups. It isn't going to be good for them. They don't have this group capacity.

What's important for them is to be able to work effectively with another. And of course, it could be many others. It could be a network of others, whatever the case may be.

But, the reality is, this is a strongly tribal person and there is within them their own power. After all, their authority expresses control, or is intended to. Ultimately, they really need to be in a situation where they can feel and live out the power of their ego.



Human Design, I think the Ego, the Heart Center, deserves a great deal of study. As a matter of fact, this Ibiza event I'm doing a lecture on the open Heart center. The Ego can be so poorly understood and have such a terrible reputation. It really isn't appreciated for what it is, what

is attributed to Ego is awareness. Well, the Ego isn't aware. It's a motor. This is the Heart Center. It's a motor. It's just a motor. The Ego can be as clean as anything else. It's just a motor.

And it is something to grasp about how distorted Ego has become through openness, through the open Egos and the way in which they inflate this power. Here is somebody that needs to express their will. They need to. They need to express their will as control. They need to. It is who they are, after all.

So, no matter how wonderful the serendipity is in this particular situation where Mr. Green is a blessing, because it takes these two beings who cannot function on their own, cannot function in partnerships, it gives them an opportunity to actually excel. But of course, Mr. Green ultimately pays the price because he's the one that's going to have to move on.

So, if I'm the advisor looking at this particular grouping, I'm already working very hard at getting number four in there right away; stabilize everything, slow down the deterioration of Mr. Green's connection to the grouping, give them a chance to find their footing and to develop some success in their group together. This would benefit Mr. Green anyway. And then slowly build the framework so that when that exit is there, the exit can be taken.



### Switching between being a Human Design Professional and BG5 Professional

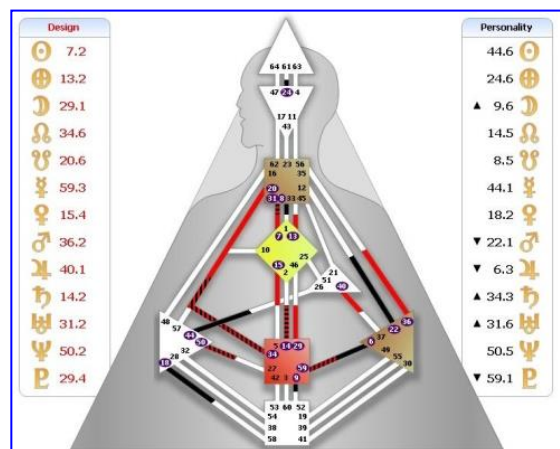
I don't think it's an easy thing to switch between being a Human Design professional and a BG5 professional. Through the lens of Human Design you want to make a difference for this person in terms of their life. In this particular situation where this group is a fait accompli, it's there, it's done. It is not about interfering in all of that and creating more problems. It's not about going up to Mr. Green and saying, "Yeah it's wonderful that you're here but you shouldn't be here." That's not our job.

Again, it depends on who's hiring us. If it was Mr. Green, by the way, who was a single person who brought together those two others with him, that would be a different story. Then I would say to Mr. Green, "You're going to be dominated by your employees." You're going to be dominated by, blah, blah, blah, whatever the case may be. "You're not going to like that. And either you take the role of an Alpha and we build you a Penta that you can manage and you can run, otherwise, you should be in a partnership. Throw one out; just stay with one of them or separate the two of them and just network with each of them," because that's what's going to be most comfortable for Mr. Green, is the direct networking with each of them.

But as long as Mr. Green is one of the employees, then our responsibility is to whoever is paying our bill. What they want is functionality. We can protect Green in a way. As I said, we can understand his dilemma. We can realize that sooner or later he will realize that for himself. And what we can do is build the framework for the business that is taking into account the eventual leaving of Mr. Green. And at the same time, all along, you're maintaining a functional Penta. And of course, you're benefiting everyone in there.

### What Mr. Blue needs to Do

All this goes back to looking at Mr. Blue because this is where it started. It started with Mr. Blue not being able to make it on his own. And good for Mr. Blue that he began to look for others. But of course, the moment that there isn't Mr. Green, the moment that there isn't functionality to the Penta, this is really going to be a problem because you're going to end up with real difficulties. They're not going to be able to succeed.



And because you can understand the nature of the beings that are involved, because you can see how they're going to operate, you can see what's going on in them. You can recognize whatever the dilemmas happen to be. It allows you to see clearly what you need to do as a

consultant in order to make sure that the dream or the hope of Mr. Blue gets realized. And that is something that is not difficult to do, because you can see it.

### The Difficulty of Four People and a Dysfunctional Business

I look at this situation and I think this is perfect, this is just perfect. It's perfect. It gives you room to work. The hardest thing is to go into a business where you've got four people and the business is dysfunctional. And it's a real dilemma. It really is because then you end up in situations where do you bring in a five. It doesn't always work. And when you have five people in a Penta, it creates a different kind of pressure. Do you fire somebody? Well, who do you fire and why? You don't fire them because they don't have a gate. You end up in dilemmas the moment that you have to backtrack with the Penta. This is always going to be a dilemma.

### Guiding Young People

One of the keys for me is part of what we're doing, part of what our responsibilities are, in a way, is to lay the foundation for the general acknowledgment of the existence of this information. And by introducing people at younger and younger ages, particularly university age people, to be able to provide them with essential guidance in order for them to be able to know where and how what is the right environment for me to be working in, what is the best way for me to—all of these things. And to be able to work with beings in which by giving them their basic start, that ultimately you may have an opportunity to be able to work with these beings and be able to establish Pentas.

This is where we would have our most extraordinary success. It's why this example is so interesting, because we can control every step of it and see precisely what's there. We don't have to be in a situation where we have to find a way to help a business hold on despite its dysfunctionality while we're looking for somebody that combines activations and skill set.

### Looking for Number Four

It's like this situation. It doesn't matter how—well, it can't take too long because of Mr. Green, but if it takes five months to find just the right one you want, get just the right skill set in there, it doesn't matter, you've got functionality. You're going to be productive. And it means that you can really design, deeply design the level of efficiency within the Penta itself, engineering things we haven't even really looked at. That is, working with the harmonies, working with them in the right places, all of these things. It's an ideal.





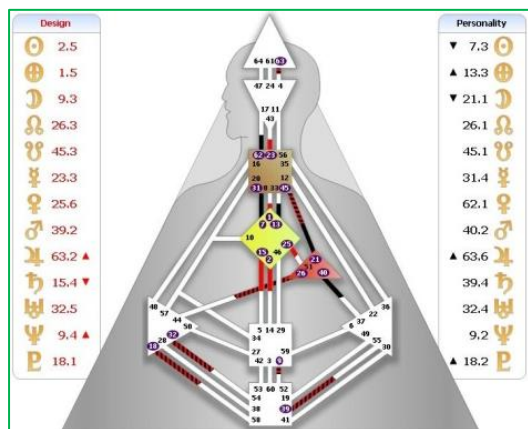
But in order for this ideal to be realized, this group right now, this group has to be looking for number four. That's what's going to make the difference. That's what's going to set them on a path in which the originators, the Blue and the Red that they will finally have a stable platform for their potential. It's not that these people don't have potential, but they're designed to live out their potential in a group. If they don't have a group they look like losers. They end up with problems.

But the moment you put them in a group and you make the group stable, they're going to shine because they do have that potential. So in order to secure for Blue and Red a future that is going to provide them with consistent good material return, our responsibility is to find a Yellow and get a Yellow in here to be able to begin the process of preparing for the future, establishing the solidity of the Penta, bringing in the four, bringing in the stability, immediately changing the quality of intercourse within the Penta group, and again, beginning the process of not just adding a higher skill set, but beginning to replace Green. And of course, the replacement, you're looking for someone with strong Penta gifts so they can be a long-term consistent part of this Penta.

### Some People are designed to be Confused

This knowledge gives us enormous possibilities to be able to help people like Mr. Blue and Mr. Red. They could be Ms. Blue and Ms. Red, whatever the case may be, but I think you get the point. There are certain people that they're just designed to be confused.

This person (green) thinks they can do it. It's an Ego Manifestor, an Ego Manifestor through the 45/21. "My way or the highway; I've got to be in control." But everything blows up in their face. And the moment it blows up, their reputation goes to hell, even though they are a very powerful force and in the right circumstances could be just dynamite.

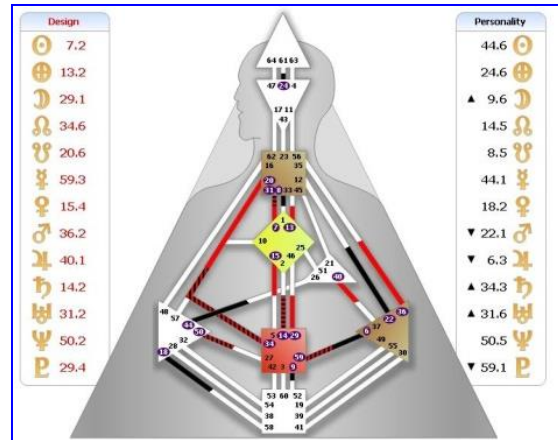
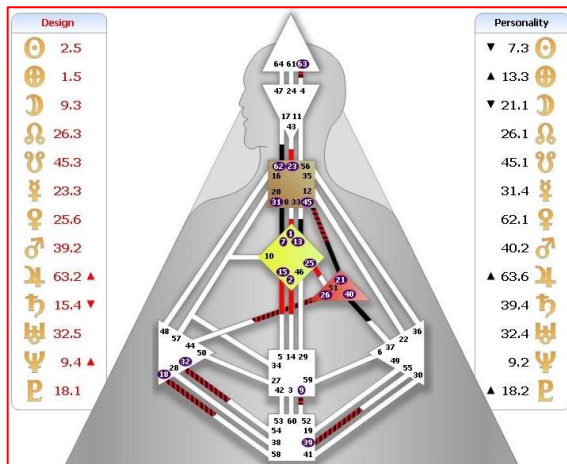


But their not-self is all into, "We've got to do it and they're to blame and we're the martyr" and oh boy. See, you look in here and you see their future. You see their potential. You see how all of this can be tamed (Red's penta activations), how all of this can be aligned to what is a larger process that will benefit them deeply and will give them their sense of "I am the king, I am the Alpha." But not in a way that anyone is going to resent and walk away from with their closed and repelling aura.

### Mr. Blue is Transformed by being in a Group

The same thing is true for Mr. Blue. Doesn't this all look so impressive (6-59-34-20)? And Mr. Blue being the ultimate, insane, Manifesting Generator that's emotional, they're out there banging their heads alone against the wall. They just get bruised over and over and over again. And yet, they're a powerful being, charismatic Alpha. They have so much potential. But that potential is never going to be realized other than in a group. This is where they belong. And you can see it.

There are so many people who should never be in a group, like me, ever, never, never. It's awful. But this being, everything about them, their whole life is transformed by being in a group. Someone's got to guide them. Not every Manifesting Generator you can say that about. There are all kinds of people that have this kind configuration, but they don't have this kind of strength. It's a different story.



Take all this away (penta activations) and I won't be talking Penta. But the moment that you see that upper PentaGraph definition, all those activations, what suffering this person will go through trying to do things on their own. We can be of enormous value to beings. And we can make sure that the potential that lies in these kinds of configurations are not lost. The universalization of discovery, a Sphinx that can change the direction of whoever they encounter, that all of this potential that is here in this being that on their own never gets realized because

they are designed to be in a Penta. And then you see the other side of the coin.

### Not Everybody is designed for Penta

It's not about thinking everybody belongs in Pentas just because we're born in them. It's what makes families so dysfunctional. Not everybody is designed for Penta. Not everybody is designed to be in a family. Not everybody is designed to be a sibling. We well know that's some very, very nice people can end up being miserable parents. Not everybody's good at being in a Penta.



It's just the way that it is. But it also means that all those people who don't belong in the Penta who are in the Penta, they create deep instability within the potential of that Penta. And for themselves, diminish their own potential in this life for their own material success. And people that have strong Penta orientation who are trying to do things on their own or in partnerships are sacrificing an enormous level of potential for them on the material plane. And there's no one to tell them, except us.

### **Educating the Coming Generation**

For me BG5 is not just simply the ability of any one of you as a professional to go into a business, a group, whatever and to be able to do your job. That's an obvious. But there's something much deeper than that. It's educating the coming generation of people who have to work on the material plane, educating them to understand the best way for them to go, to begin to understand their own business profile.

And in that, to realize that there is knowledge that can be of service to them as they move along in their career. We begin to transform not simply by the impact we can have on any group, but we begin to transform the way in which the material plane is approached because we can bring a broad-based education to people who are entering into the material plane.

It's a key to see it in your own children, to see it in the children of your friends, to see it in any of those young adults that are about to enter onto the material plane. Here is where we can be of enormous service to them. This is one of the huge gifts that are here. So when Mr. Green is 25 years old, he can find out that this is not where you go. This is not what your future is about.

That's when we can be of service to every individual. You can't do that in a business situation, obviously, can't be of service to every individual. You can be of service to the Penta. It doesn't matter that Mr. Green doesn't really belong. The thing to recognize is that he won't mind that much, please understand that, functional Penta, if there's a fourth person it'll really be stable. He may last two years, max. But those are two years of material potential that are lost, in a sense, because this being is so much more capable of greater success in their ability to just work one-on-one with the other.

### **Confusion in Pentas**

When we look at the material plane around us we can see the deep confusion that is there. Most of the Pentas that you're going to look at, you're going to see dysfunction and you're going to see people who don't belong in the Penta. You're going to see what we saw last week, a whole bunch of people that aren't Penta people being in a Penta together. And of course, with that comes not simply the dysfunction, the obvious dysfunction in the gapping in the Penta. But the fact that nobody feels like it's the right place to be. And that ultimately the thing is a fiasco.

And of course, this is devastating for people. It's bread-and-butter. Everybody needs to feed themselves and shelter and all of these things that are part of life on the material plane. It is a very painful thing to fail on the material plane. It is not something that people are comfortable with. It is not something that they want to deal with.

So, we're on the threshold of being able to provide a very clear way for human beings to understand where their potential is in the material plane, not just simply our consulting work, but our educating work which is really the other side of the gift that we bring.

Okay folks, it's been great. Nice to be with you; you have yourself an interesting weekend, so I look forward to that. See you then.

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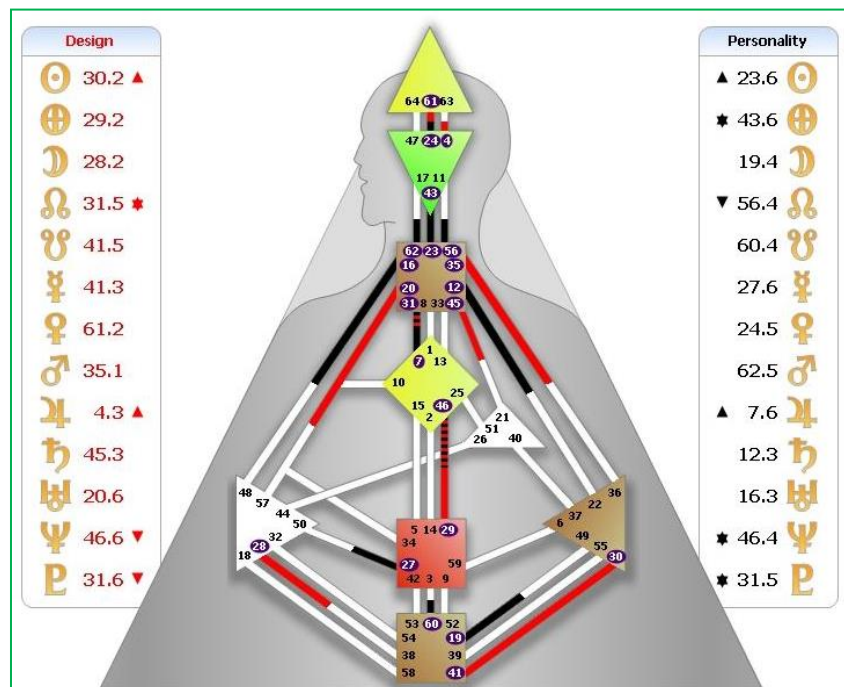
# Lecture 11

## Skills and Attributes

Hello to all of you. You can see our theme for today. I thought at the end of our semester together that I would take a bit of a journey through basically what we've been covering in this semester.

### Mr. Green

Let's begin with some designs. When we were looking at the nature of affinities and we were looking at the potential in beings in terms of their Penta potential. The moment you see those who have strong Penta potential, you already have a basic ingredient for the building of a Penta. This is one of the things that definition brings. Now, it's interesting in this case that you do have a great deal of openness here. In other words, you do have strong definitions; there's no question about it. And this is obviously somebody who is going to be able to work within a Penta. There's no question about that.





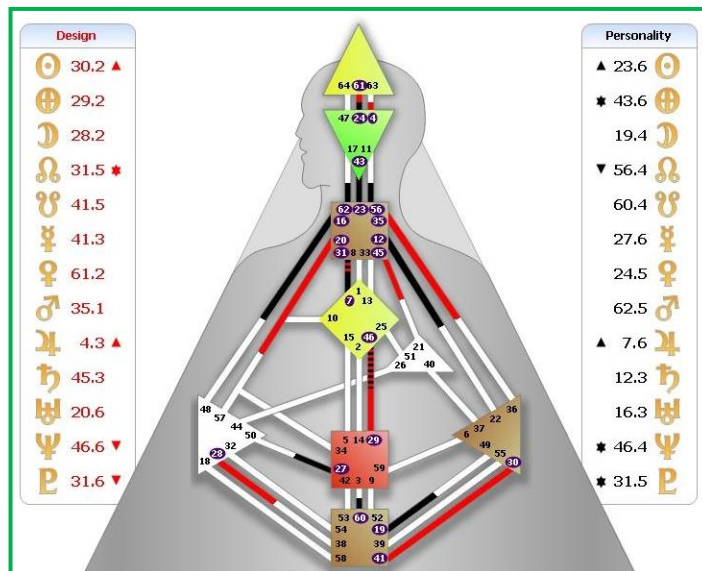
However, it's just interesting to note that what they bring to the Penta is very, very specific. We already understand it in terms of our pentic interpretation that this is somebody who is a real force for pulling people together and homogenizing them into a plan and a direction for the future. So, there's a lot that is going on here that can be of value.

### 6<sup>th</sup> Lines and the Saturn Return

It depends—one of the things that's very clear is that profile, particularly when you're dealing with 6<sup>th</sup> line themes, is that the ideal time for a 6<sup>th</sup> line being to go into consistent group work, as an example, if they're Penta-oriented like this being is, is after their Saturn return. In other words, when they go on the roof. There is going to be too much chaos going on within the context of their Personality, in that sense, to really know what's right for them.

If you're a 6<sup>th</sup> line Personality or a 6<sup>th</sup> line being in particular, you really have to see that the first 30 years of your life is going to school, whether you're in school or not. It is a trial and error learning process.

I think it is a real mistake for somebody to get physically bonded to somebody else who is a 6<sup>th</sup> line being until they get past their Saturn. There is an enormous amount of immaturity in the 3<sup>rd</sup> line phase in those first 28 to 29 years and there isn't a lot of stability. And of course, what you want in anyone in terms of if they were coming to us, I would say to them try out all kinds of things until you reach your 30s. And in that, find the thing that's really the thing for you. Ultimately, they've got to respond to it over time anyway, because for them it's very important.



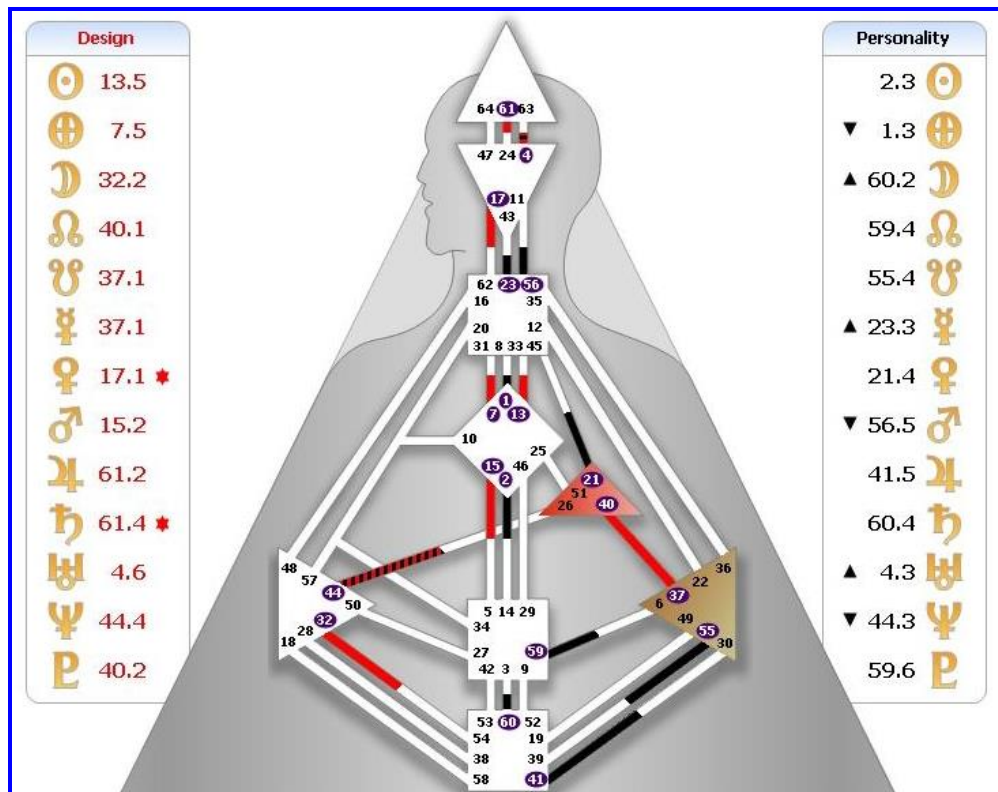
### The 46/29

If you're somebody who has the 46/29 in your design, you can't afford to fail in this life. You can't. And there's an enormous pressure on success. And success is rooted in being absolutely existential in experience. In other words, being deeply involved in things. And of course, it's one of the things that is a very powerful attribute of this being. There is this fundamental enthusiasm and identification that's there in the 16. There is all this expectation and drive that is there in terms of the

35. They've got a very, very powerful Throat system. So, you have a very strong candidate for a Penta.

## Mr. Blue

Here's Mr. Blue and of course Mr. Blue is a very, very different story, as we can see. Right away—if I'm a boss who knows Human Design and I'm hiring and the person is a 3/5, you're already wondering what they're going to screw up, which is unfortunate. But of course, this is the way the not-self is going to be.



## 3<sup>rd</sup> Line Beings

One of the things to understand about 3s, I particularly enjoy having 3<sup>rd</sup> line beings work for me. And I do, I have quite a few that work for me. And what I like about it is that if you're patient with them, they are really superb. But you've got to be patient. They have to go through and find all the things that can go wrong. And they will make those so-called mistakes. But once they do, they really figure it out.

And of course, the whole thing about somebody who is a 3/5 is that you have this potential of universalization that comes out of the discovery. There's always that possibility. But you have to be very wary about it.

Now, when I look at this person in terms of hiring, if I'm doing engineering, I look at this Penta configuration and I go, well yeah, there are a lot of activations. This



person can be a filler at any time, in that sense. But it's not ultimately going to be satisfying for them, though it will have a sense of being okay. After all, they're tribal. They've got the channel of Community. There is a part of them, but there is a dilemma for them.

And of course, the dilemma is that there's this 21. When you've got a conscious 21 coming out of an emotional Ego, the fact that in a Penta you are not going to have any power and not going to be able to control anything is going to be difficult.

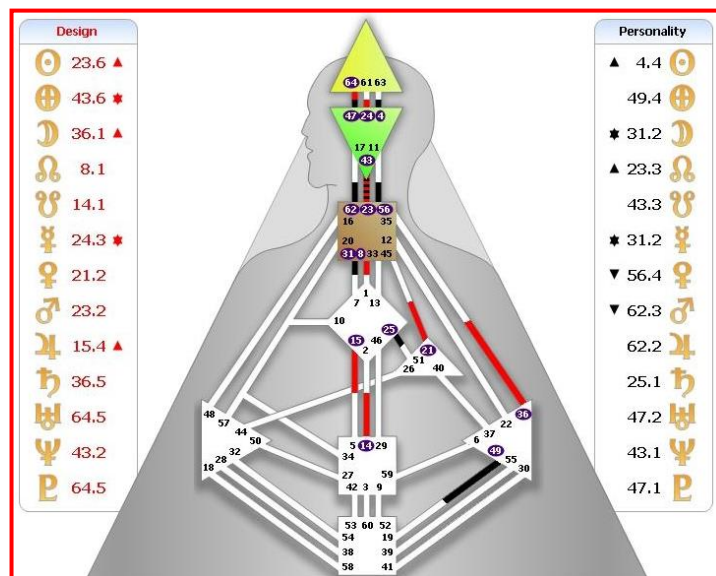
### Basic Penta Affinity Rule

And again, just our basic Penta rule, or affinity rule, there is no definition but there is a lot of activation. This is the kind of person that when you have them, you go into a Penta and they're already there, you know that they're not going to last long. **Whenever you see somebody that doesn't belong in a Penta it usually means within 24 months of their starting that they're going to be gone.** That isn't a crippling turnover rate for businesses, but it is about the norm, in that sense.

In other words, it takes that while for whatever to be the catalyst for that transition for them because it ultimately is not a place where they can exercise that control. So when you go into a business and you see this, one of the dilemmas is this and you know that's coming up, but this is not an easy person to replace once they're in a Penta. They are effectively creating possibilities in five of the six channels. And that means that they're probably going to be instrumental, we'll see later, Blue, probably instrumental in bringing whatever functionality may be there in this particular Penta.

### Ms. Red

This is a female, Ms Red. She's another Projector. And again we're looking at a Projector with a very, very open Penta system. This is not somebody who is a natural Penta person. By the way, what's interesting about this, I can't remember what year I did this, I grabbed a bunch of Hollywood people, I think this is, well, I don't actually remember. We did it a number of years ago. I think it is Halle Berry (red), George Clooney (blue), George Lucas (green) and Gwyneth Paltrow (purple).



Okay, so I had put this funny group together just for the hell of it. Imagine these people wanting to make a movie together, as an example, and to see whether it would work. Like all these things, it's fun to see because you really get to see people who don't belong in Pentas. The very first one was George Lucas. The second is Clooney, the John Kennedy look. Kennedy had this as well, just the 40/37.

And you come over to Lucas and you can see that Lucas is Mr. Group Guy. That's the way that he worked. He built his organization very tight, worked in committee with all these creative people to create the whole *Star Wars* thing and all this stuff.

So you can see he's somebody that holds people together under his planning authority. And he gets to hold his authority within the Penta. So obviously, this is a very strong force.

But of course, the moment that you get into this kind of configuration, you see that this is somebody that can't really work with others, in that sense. This is not a group person. It's the joke of the *Ocean 11* movies, these movies with all these male Hollywood stars. That's the illusion of it. Yeah, there is this tribal whatever, but this has got to be the boss and this is never the boss actually inside of a group. So, in essence they have to be the outsider anyway.

### **A Fatal Attraction between Projectors and Generators**

That was the Hollywood Minute, wasn't it? Okay, so here in this view, it's obvious. Again, you're not really dealing with a Penta person. But what you're going to see is that you're going to find a lot of Projectors who are not Penta people who are in groups. And they're there because, in fact, there is this almost fatal attraction, let's put it that way, between Projectors and Generators. They are drawn together. It is part of the larger chemistry of the way the program works.

Projectors are ideal in terms of working with a group or guiding a group. But they're often deeply uncomfortable on the inside because of course they're here to be recognized. They work best one-on-one. And of course, within the Penta none of that is really possible for them. So, these are not group people in the sense of really being comfortable within the group.

### **Projectors can only be in a Role Position**

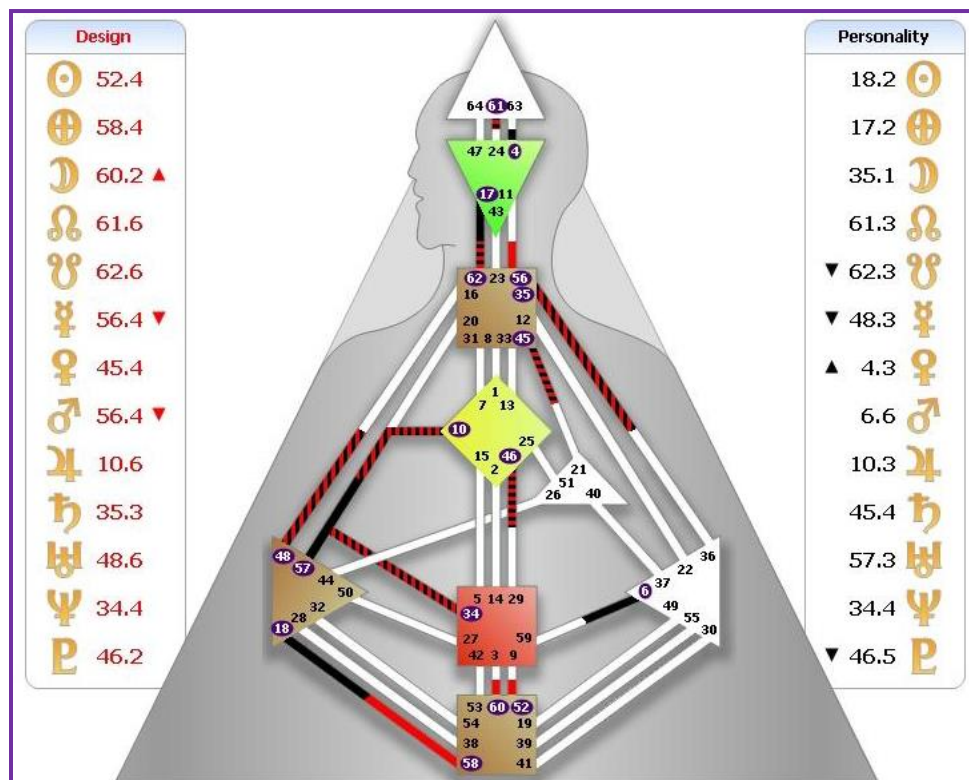
Other than the situation in which you can have, obviously, Projectors that are going to be able to have very strong upper definition, they obviously can't have any lower definition. The fact that they can have upper definition also gives you an insight into the Projector, if you know what I mean. In other words, there is no such thing as a Projector that needs to be guided, needs to be micro-managed, what you get at the lower G. It's not possible.



A Projector, in terms of definition, can only be in a role position. And it gives you an idea of, if you look at it that way, the projected element and the generative element and you can see the relationship between the two in this sense in the construct of Penta. Now again, that's just as a metaphor, but it gives you an idea of the importance of Projector and Generator and their relationship together, particularly within, as a matter of fact, exclusively within the material plane context.

### Ms Purple

And then finally we have our fourth member of this Penta. And again, this is somebody who has very, very weak Penta activations, obviously, and would not feel comfortable within the group, and sooner or later would be on their way. Again, this was an artificial construct so it was just something that is being used as an example.



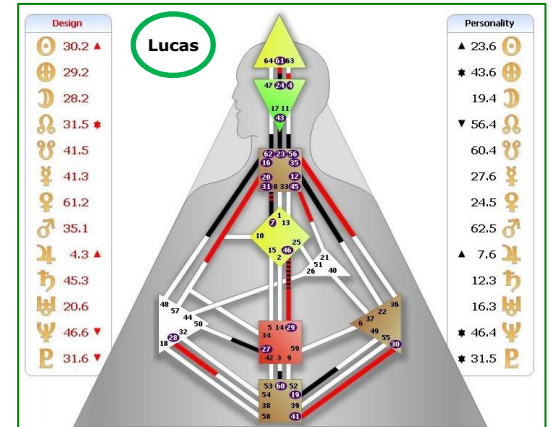
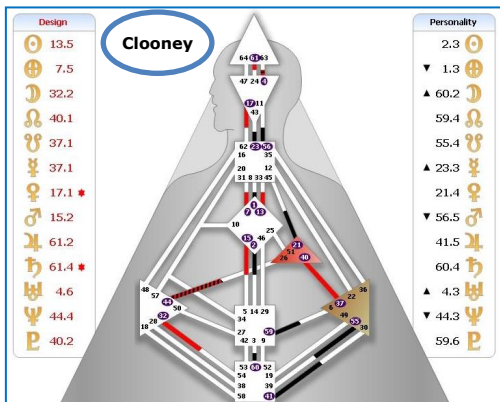
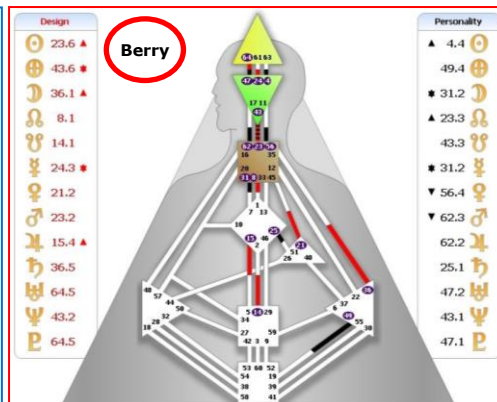
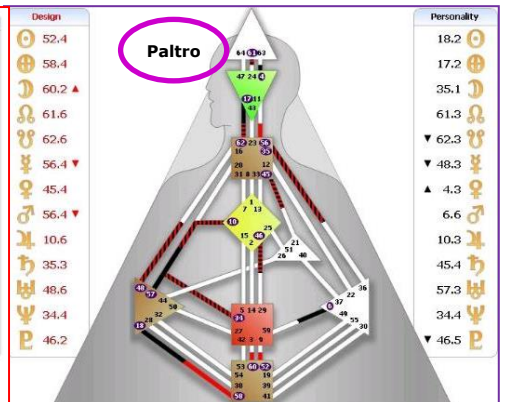
### Dysfunction in the Penta

And when you bring it all together this is what you get. You get real dysfunction. I would not invest in this movie; let's put it that way. I just would not invest in the movie. You can see that there is no real way in which they're really going to hold it together. The missing 5 is a problem. There is no oversight. There are really going to be problems here; a lot of money goes down the drain. One of those movies that

## Lecture 11

### Skills and Attributes

cost so much money that one wonders whether it should even be finished. And probably does not deserve to be finished.



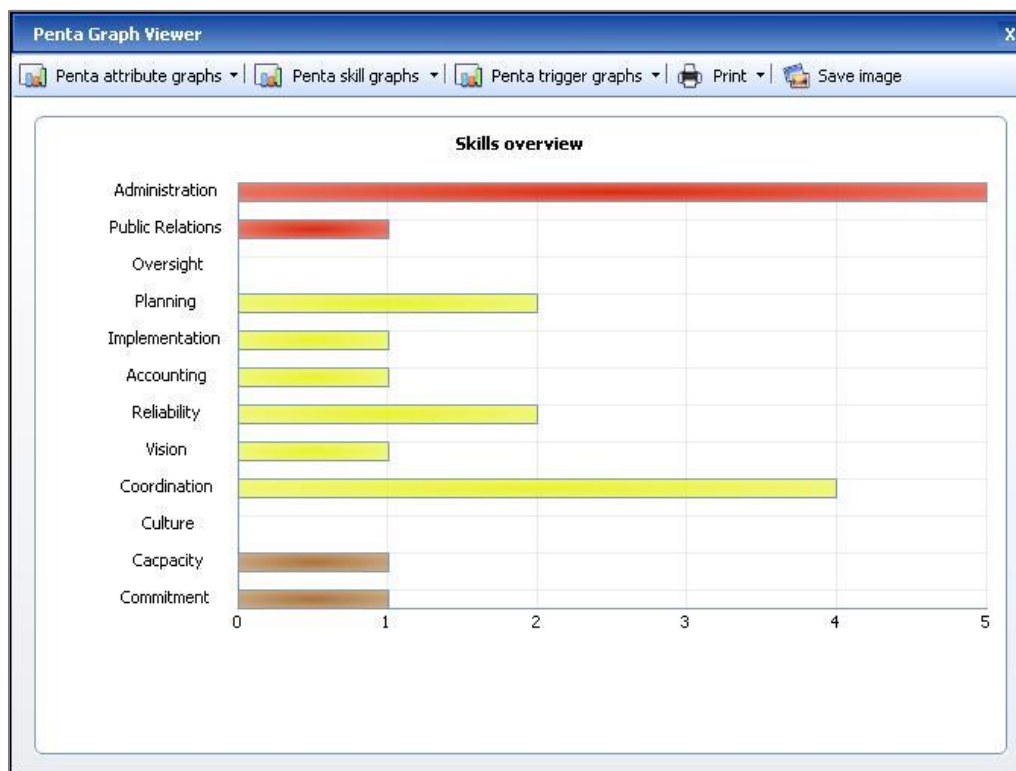
Green – George Lucas, 6/2 EMG  
 Blue – George Clooney, 3/5 EP  
 Red - Halle Berry, 4/6 MP  
 Purple - Gwyneth Paltrow, 2/4 G



### The Skills Overview

But anyway, all of this is simply a preamble to our discussion of the day. Here we have a skills overview. It's one of the things that you have in your program. These are illustrations that I haven't dealt with yet. And it is important to begin to graphically visualize Penta in many different ways so that you can begin to understand what really is going on there, what really are the strengths.

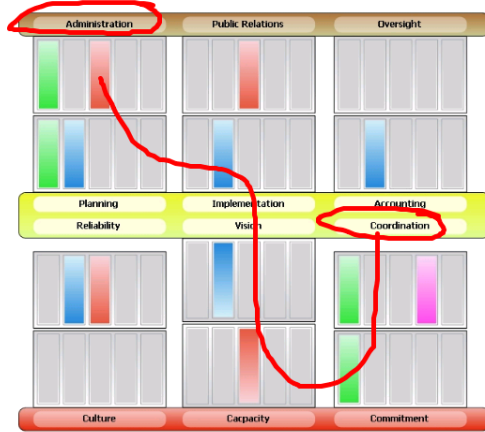
If we go back in our illustration of the Penta itself, though, we get to see obvious gaps; what we're not really seeing is the density of the way in which the activations work. That's something of course that is very important both for engineering but also for understanding the basics, let's say the basic qualities that are there in this group, the qualities that are accentuated within this group.



### Administration and Coordination are the Strongest Aspects

Now of course, what we see as an example of this is that both the administration and coordination are the strongest aspects, in that sense. This is what we are able to see in the sense of what really works here, what is really the strength of the group as a whole and how deep is that strength. You can see here, because this is the indication of the number of activations, you can see that commitment has only one activation and capacity has only one, but coordination has four and administration has five.

In other words, there is much more emphasis on those areas. And of course, we have the gaps in between, the inherent problems that are there and also what is in fact an imbalance towards administration and coordination.

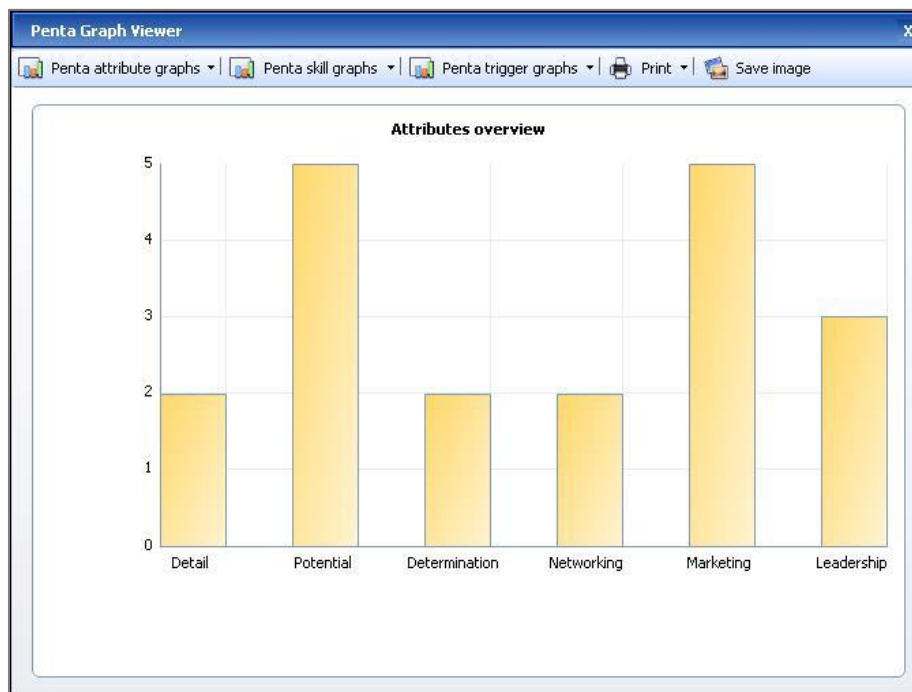


Now if those two aspects were the only aspects that we were looking for in this, in other words, basically when we see it within the construct we see it here (*administration*). So we know that there is this relationship that's taking place.

We also know that there is no energy getting out this way (*oversight*) in terms of the way the Penta operates. So, the way in which the unidirectional quality of the Penta works (*coordination to administration and PR*), this is what's happening which means that this no longer carries any value (*reliability*). This only carries minimum value (*accounting*). It gets a little trickle to the side. Everything is going

here and here (*administration and vision*).

So what we know about this group is that they can be deeply committed to the plan. They all agree it would be a great idea if they made a movie together. They can be really committed to that. But then again, they actually can't get together and do the work. And the whole management of the financial side of it would be a disaster. So, that we get to see it within its context.



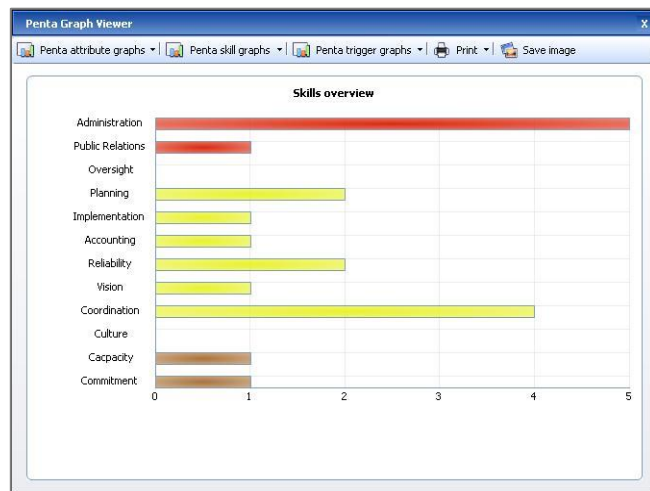


Yes, this is terrific that we have these attributes that are very powerful in that sense. And yet, at the same time, we have to see that in terms of the overall way in which this could operate that we've got a real problem. What we can do of course is bring in another Hollywood superstar, write in a new character and engineer it so that we get functionality.

But even in getting functionality, one of the things that we would look for is a certain amount of engineering. The problem here is that this (*PR*) is very, very weak. Not only that, but because it is really Red, in a sense, if we go back and we look at it, that the only person that is really going to be able to push this project is Paltrow. She's the one that would really have to push it outward. And of course, she has her own story (*open centers*).

### Engineering to Build up to OC16

So, this particular view helps you to begin to not simply just have certain insights into the different quality levels, the potentials that are there within any grouping, but where this really becomes something that's important is when you begin to look at engineering, and not engineering at the simple level which I'm introducing to you. You've got a Penta that is dysfunctional and you want to make it functional so you need to bring somebody in. What I'm talking about is the engineering that builds up to the OC16 and OC16 based on three Pentas and an Alpha.



### Weighting

And of course, what that means is that in order to build the basic building block of a successful large business, that is, reaching sixteen, that it is essential that you have three distinct departments. This is the foundation, that you have three distinct departments which are three distinct groupings. Within those groupings, this kind of information becomes very important. In other words, if you have one group that basically is concerned with, let's call it the right side of the PentaGraph, then you want to have certain weighting, because it's called weighting, you want to have certain weighting over to that side.

In other words, if we look at the situation from the view of the Penta itself, if we want to build a department that is only going to be interested in, let's say this side of the Penta world (*left*), the planning and administration, the basic reliability of the

office infrastructure and the way things work, then we want to make sure that it's weighted. It would be very nice. Obviously, you've got to fill in the gap.

## The Three Departments

But the more weight you can build into that particular zone, the more natural talent is going to be available in these particular areas for that particular department. And what you're seeing when I say departments is that what you're looking at are basically the three departments. Now, we know that there is a linchpin in this (*vision-implementation*). In other words, we have to be able to have the continuity between above and below in order for these on the sides to be able to integrate above.

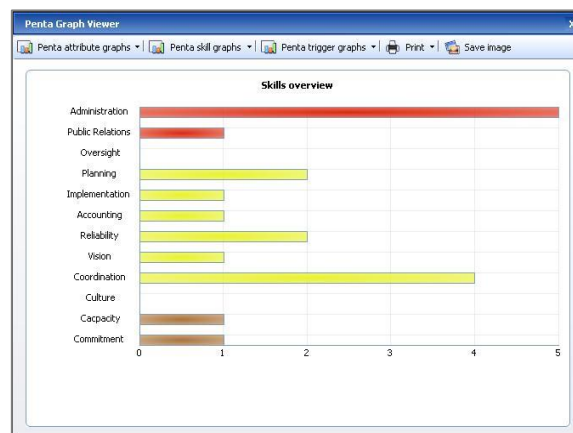


But in terms of understanding weighting, that if you're going to build the ideal OC16, this is the weighting of Penta number one (*left column*). This is the weighting of Penta number two (*right column*). This is the weighting of Penta three (*middle column*); in other words, the three departments. And obviously if you're going to be weighting to this department (*middle*), then you're going to want the strength of activations that are going to be there. This is all part of being

able to engineer what is the successful foundation for a large business.

In understanding this terminology and seeing the terminology, that is the keynoting within the context of whether it is left or the right side or it is the center department, to begin to see the way in which the orientation of that particular group goes. Now obviously that's very different from dealing with a small business. The advantage of this when looking at the small business is you can see whether or not there is a disproportionate weighting away from what the business really needs.

For example, let's say that you're basically a marketing company. You're a marketing group in the sense that you have a product or service but the key for you is that you've got to be able to market that and most of your investment is going to be in the marketing. You wouldn't want to have this kind of configuration. You would want to have a much stronger public relations, vision, and capacity. You would want to have the central system there, the vision there. You would want to have strength down the middle in that particular group,





even though obviously you've got to fill in the other aspects.

Now, when you're building the Penta, one of the things we've talked about over the last weeks, that is, the ideal of somebody says "build me a group," you can, by understanding the direction that is intended for that group, you can begin to be much more subtle, in that sense, in the way you look at their data by blending them together and seeing what kind of skill overview you see because it's going to point out to you where the tendencies are in the way in which the group is going to operate.

For a group that has to spend a lot of energy on marketing, having so much orientation towards administration, may bring a great deal of order to the potential of all of that and there may be wonderful plans but if nobody's buying the damn product you've got a problem.

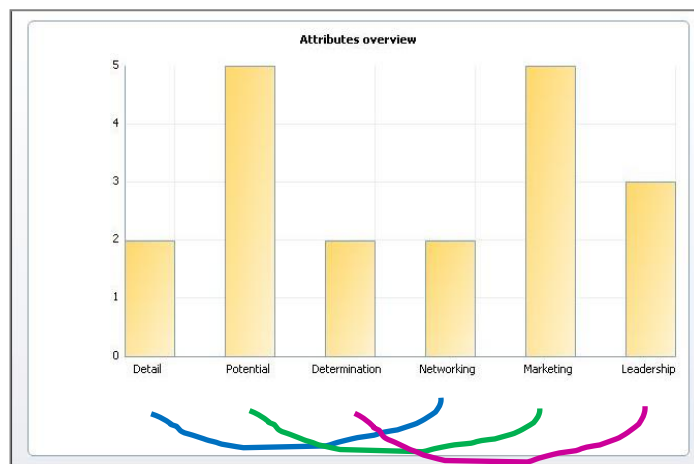
### Not All Functional Pentas are Alike

Again, one needs to see that—how can I put this for you. Pentas need to be functional, but not all functional Pentas are alike. All functional Pentas will be efficient to their potential level. But not all Pentas are alike. And if you have three Penta groups that are basically involved in the very same business and each of those groups were a functional Penta, by looking just at the skill overview, because they're all dealing with the same product and service, through comparative analysis you would be able to see which one is better equipped. And you would also be able to see that in the bottom line because you would actually be able to see evidence of it.

And this has to do with the alignment and the way the alignment works in terms of the skills overview: what the balance is, how well it's integrated and how dependent the group is on any single being, because of course that means something. There's only one being here that's carrying this weight (PR).

### Attributes

Now, I find attributes to be one of those things that is deeply fascinating. What we're looking at is the relationship to lines. This is the 1 (detail) and the 2 (potential) and so forth and so on. And remember that when we are looking at lines the way in which they operate within the Penta that we can only see lines through their harmonies; so, the 1 and the 4, the 2 and the 5, and the 3 and the 6.



It also means that any activation in one end of the harmony equals an activation in the other. In other words, there is always this continuous flow; though depending on which one you have, one attribute will dominate over the other. If you actually have the 1<sup>st</sup> line, the detail will dominate over the networking, but the networking is there.

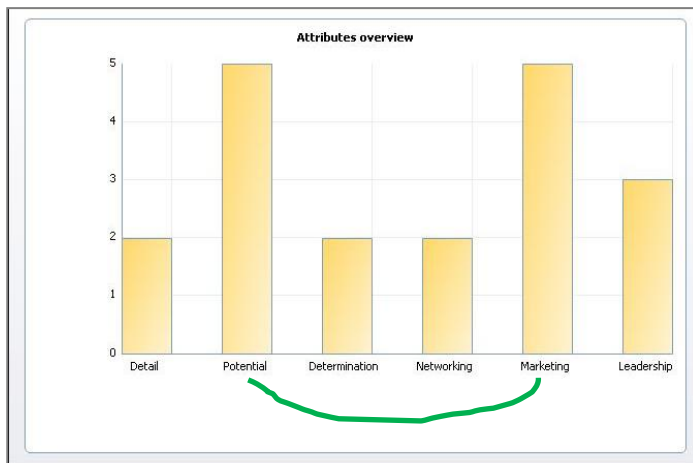
So, when we are looking here at these attributes, we are beginning to get an insight into the deeper potential of the uniqueness of that particular Penta because that's what we're really looking at. In other words, again we've gone through all of the basics. I can begin to teach you theory next semester. We have the foundation laid out. But I think it's important that you get to see that there are tremendous nuances of interpretive information, most of which is only valuable on the large-scale.

In other words, attributes are something that are very important when you're building a very large business. You're not going to have a lot of opportunity to take advantage of either skill or attribute knowledge when you're dealing with the basic group that is going to be most of your work.

### The 2-5s Dominate

But again, it's an important thing to be able to see because it gives you a deep insight. Look at the 2-5 system that's here and you can see right away that it's this 2-5 system that is really dominating. There is this real marketing potential,

interestingly enough. So, in the attributes there's this real marketing potential. So you know that the potential is there. It's simply a matter of trying to be able to get that out in the skills.



You can see what lies underneath, in that sense. And you can see the values that are there. And again, by comparison begin to recognize something about the nature of the group as a whole and the possibilities of the group as a

whole. These attributes are great. Unfortunately, they're not backed up by the skills. This is one of the things about engineering. The engineering is to find a way in which those attributes match what you need in the skills.

After all, you do need a great deal of administration to be able to put a film together, there's no question about that. But it isn't going to make any money if you can't promote it. It just won't. And it certainly isn't going to make any money if you can't control the way in which money is going to be spent.



And it isn't going to make any money and the film is going to be a problem if the basic culture isn't there and doesn't hold together so that there's no real chemistry in the group. Because after all, the biggest problem here in the skills overview is seeing that there are simply these big bright white gaps (oversight and culture) and they tell you right away the dilemma that is there.



### Laying the Foundation for OC16

We have great tools. It's one of the things to begin to see. We have wonderful, wonderful tools. And we can begin to look at groups, that is, group potential in different ways. My goal in beginning this whole process of teaching BG5 was to lay the foundation so that I could get to OC16 because frankly OC16 is a means to an end for me.

### The Gene Pool

There is something that we refer to, that science refers to, as a gene pool. A gene pool is made up of five OC16s. And the five Alphas of each of the OC16s become another Penta. And then there is an Alpha, and that all adds up to 81 people. So it takes 81 people, it takes a tribe of 81 to form a genetic pool.

### Penta is the Building Block of the Larger Genetic Pool

And this is one of the most fascinating areas for me is that when I look at Penta, I see Penta as the building block of the larger genetic pool. And as we move here in this kind of information what you're beginning to see are genetic attributes, genetic traits that ultimately can emerge out of the large organism, the organism of 81, which is the perfect number by the way. Truly, it is the perfect number.

### The Perfect Business

If you have five fully functional OC16s with a management Penta and an Alpha you've got the perfect business. There's no other way to describe it. You do not have to grow. There is no need. It's sort of like the more complex or the more successful, the more efficient the whole mechanism becomes. It is the gene pool. It is the perfect grouping of humans, if one can put it that way. It is, as a matter of fact, the way in which all of us have arrived through our genetic inheritance. The human genetic pool was built this way. The species gene pool was built this way.

So, at that level, it is very fascinating to look at it and to begin to understand that we're looking at traits that can get carried through. That's why later on we'll introduce the basics of OC16 to you to begin to see how these aspects that, in fact, carry so little value in the small group in the Penta, how the particular value of any given being. Because the moment that you take somebody out of the Penta and you put them into the OC16, everything about them has a chance to be integrated because OC16 is a very different world. It's a very different kind of aura. It functions in a very different kind of way.

And so, we have all kinds of potentials in us, in that sense, in terms of how we are going to operate or where we're going in our potential on the material plane. But I want you to see that these aspects that are there are so important in the sense that what they do is begin to open up the possibility of being able to understand the personality of any group.

### **Group Personalities**

This is really masterwork when you can really grasp a group's Personality. We can begin to understand its dysfunction, sort of the Penta as not-self, and don't take that too seriously—just its dysfunction with gaps. We know what that will lead to as a group Personality. We know what kind of problems that can lead to in terms of a group Personality. And the moment we're looking at functionality is the moment that we can begin to look at the Personality in a different way. Not through the negative, that is, through the gapping that causes the reaction, but beginning to see the Personality through the skills and the attributes in the way in which they're laid out.

That gives us an insight into what the group as a thing is better at. Do you know what I mean? There are certain things that this group is going to be really good at and certain things it's going to be less good at, but if it's functional it's all good enough. That's the magic of functionality.

But for me it's more about grasping the Personality, being able to get a handle on the nature of a particular group. It's one of the more beautiful things of the way in which the tool that we have can investigate and look at things. It gives us the power to be able to be an authority in our relationship with our client because we back up our presentation with the very, very clear mechanical reality of what can be seen.

This is the framework so this is the way that you get to see it. And in being able to see it, it's like telling somebody about their design. What are they going to do? They know very well that what you're telling them, at least whatever level they're grasping it, has an essence of truth to it. And of course, at this level somebody is going to hire you because that's what they hope you're able to do. They're going to be very surprised at the level at which you are able to do it.



## Begin to use the Graph Viewer

So, one of the things to do—we're going to have our break and we're going to have some time off—is really to begin to use the graph viewer and to be able to look at all of the variations because you get a lot of different angles that are there. I didn't lay out all the possible illustrations, but obviously you can see that for yourself. And to be able to—what I like about Human Design, what I like about any knowledge that has come out of all of this is its basic logic. And it means in working with logic that you can begin to come to your own conclusions about what you're seeing, after all.

You need to begin to read groups through the tools that are available to you, to look at them in these ways and to begin to measure in your relationship to whatever those groups are. Begin to measure what you're seeing in order to really get a feel for it, because it is important that you begin to adapt your intellectual process to this kind of graphing so that it begins to speak its own language to you. It's a very important journey to take because ultimately it's going to enrich your understanding of not simply groups but it will prepare you for larger understanding. That is, to really understand the mechanics of how large numbers of human beings function together.

## How We Manage to Live Together in the World

I teach in this program the simplest level of Penta. Well, in fact, the simplest level is what I do in family. This is simple 02, I guess, or something like that, because to really grasp Penta is to understand how we all manage to live together in the world. Think about a city, think about any city street, think about a department store where people are shopping, thousands and thousands and thousands of human beings all within interconnected auric contact to each other, all forming temporary gene pools, all operating according to the laws of a much greater, much greater auric program. And all of those laws subject to what's going on in the smallest groups within that environment and down to the individual. So, it's really a fantastic thing to even ponder.

## Penta is an Auric Organism

In many ways, you are one of the few students that I actually really teach genetics to because that's what all this is, really, in the sense that you're really getting to see the way any organism is built because that's what we're talking about. That's what a Penta is. It's an auric organism. And we see how it's constructed and how it works. In that we see the essence of the way in which the whole life force is organized, the way humanity is organized, the way our lives are organized from the moment we come into the world into our Penta families, to the world we live in that is built on Pentas.

## Penta: The Design of the Illusion

Having this level of understanding, being able to look into these themes is also to recognize that these are the themes that are at work in organizing our world. That in a way if you look at Penta, in a way, and only in a way, don't get carried away, if you look at Penta you're actually looking at in a sense the design of the world. I mean you are.

You're looking at the design of the illusion, both the keynotes of the business and the family if you integrate all that, this is the way it all works, the world divided up into three departments. This is the way it works.

The whole world is locked into this formula. It doesn't matter whether you spend time out of Pentas and whatever.

We're all in the world and ultimately it means that we're all interconnected in this organic, auric way of life. It's an organic, auric form. It seems odd to even put those things together in that way, but it's true. It's what it is.



## Understanding Sociology and Anthropology

For me, this is the way to understand sociology and anthropology and all kinds of attempts that humanity or humans have made in trying to understand the way and why of how we are organized together, and why we are organized in the way we are, and all the endless speculation, the philosophy and the chatter about all of that. When in fact that mystery is right there in front of you and it's something for you not to take lightly. You're looking at the mechanics of the way in which life is organized. This is why the Penta such a thing.

## Penta is Non-Possessive

It's also why the Penta is so non-possessive, if I can put it that way. A functional Penta doesn't mind falling apart, if you know what I mean. You've got a functional Penta in an office and it falls apart, everybody goes home, everybody leaves. It's not like the Penta is trying to keep everybody back. It's not like it won't let everybody go. It's the interesting thing. It can go poof and suddenly just disappear. And it's not even there. It doesn't exist.

But at any given moment, any given hour, any given day it can reconstitute. It's an amazing thing. It really is. The greatest danger we have is to personalize it, to assume that it always stays the same, to recognize that it does not, that this is its power.



## The Penta Influences Us

Think about what happens to us when we're in a department store Christmas shopping, blah, blah, blah and all that stuff. Think about how you're on the escalator in a Penta. You can't avoid it after all, can you? And the moment you're all in that Penta—Pentas are about material, they're about buying things—and the moment you're in that Penta and you happen to have lower Penta, poor configuration, you may get off that escalator and go towards stuff that you're going to buy and you didn't think you were going to buy it when you were going **up** the escalator.

This is the mechanism that holds all this together, constantly driving us along on the material plane, constantly morphing, constantly going from this to that. One goes in; one goes out. That's the real nature of it. It's the whole planet out there. And you can see that the moment that you enter into it or the moment that it captures you, because it's a kind of capture, is the moment of influence. It influences you.

Even though that influence, the momentary on the escalator obviously is not a holding influence. It's not like you know these other people. It's not like you're going to stay with them as you're moving along. But in that moment in that Penta, there was a thematic that was larger than all of you. And if you were somebody with lower PentaGraphic activations and no definition, I guarantee you that you're going to be influenced by it. You just will. Well, it may be good, it may be bad, who knows, but nonetheless the influence will be there.

**Comment:** *It is life "form" containing life force.*

## The Social Glue

In a sense for me, it's the social glue. It's the thing that holds us together. That's what Penta is. It's the basic hold-together construct. It is the first level of trans-auric form. And of course, it is these auric forms that in essence are the dominant forces on the planet. It is these forms, the Penta and the Wa, that are in fact the organizing forces of all life on the planet.

It's just the advantage of mechanics that these things can be broken up, that I can teach family practice, which is a different language. And then come here and be able to use this construct for business and it is so obvious and clear. And at the same time, mystically, to be able to look at the Wa and to be able to see the way in which humanity is so deeply organized into basic auric structures in order to build this Maia. And at the same time, turn that into a higher level of organized business mechanics.

It's the delight of being able to understand that these things exist and how they work because they provide us with an incredible insight into the way in which life works, because we all have to deal with Pentas in life. We cannot escape them. There's no place to go. I guess you could live in a cave the rest of your life, but it's going to be very lonely; not a great place to be.

It is the glue. It really is. It's the glue. It holds the whole thing together and gives it a direction. After all, the Penta is only interested in our material development and here we are on the material plane. This is the work. This is what it's all about. It's why it's so beautiful when you bring functionality to a Penta. It's like, wow, this is incredible because it's an incredible power.

### **Functionality on the Material Plane**

Anyway, not to get off on a deep sidetrack, but I wanted today to give you this other sense of what we do here and not just to see it just simply concretized in the mundane language of business analysis and understanding the nature of groups but to see that the underlying knowledge base here is one that is very profound. And in fact that there are levels and levels of information that are here that can be used in the most positive way in terms of being able to bring a higher level of functionality to the material plane so that this incredible pressure that is on human beings can be ameliorated.

That is the gift that anyone who goes through this program has in terms of being of service to the other is to begin to take away this burden from them in terms of the way in which they operate in their life, for them to understand the right way for them to operate on the material plane.

And at the same time, any business that we can heal by being able to bring functionality to them, we have made an impact in many, many people's lives, many people's lives. You fix a group of four people and you bring a great deal of benefit into their lives, their families, the people they buy things from and the stores they go to, the places where they shop, the housing where they live in, all of these things. They're all byproducts of that. It's an extraordinary work in that sense to be able to bring functionality to the material plane.

### **Look Deeper**

So, begin to look deeper, look deeper for yourself. Look deeper for the advantage of gaining the ability to look at these different kinds of graphing and have a sense of the Personality of that auric form; begin to see the differences between them. Because when you see functionality in a Penta, you put Pentas beside each other, functional is functional, they don't look that different. Yeah, there is a few more of this or of that. But the moment you break it down into the graphing, you begin to see the nuances, you begin to see the imbalances, you begin to see the possibilities that are there.

And you begin to understand the more sophisticated information that you can give as a consultant in terms of taking advantage of a certain abundance of skills, or taking advantage of a certain high level of attribute. Again, this is something that adds to your ability to be able to benefit any enterprise.



### **Maintaining One's Integrity in the World**

There is nothing that I enjoy more than being able to help somebody to maintain their integrity in the world. I care deeply about that. It is important to be one's own authority, to be secure on the material plane because you trust in that authority and it guides you.

We are here in this work to really bring an extraordinary service to humankind, really. It is not appreciated now. It may take many, many, many years for it really to be understood that in this knowledge lies a key that is so important, so important because this where we live our lives. We live our lives on the material plane. And the material plane is in deep, deep dysfunction. And yeah, it's what we can do. We can fix it.

Anyway, to all of you, thank you very much. All right folks, take care. Bye for now.

~



# Workshop

## Example Charts

Before I get into general questions I was sent in—as I mentioned last time when we were in class together on Friday that I would be willing to take a look at individual charts relative to what we were looking at, Penta affinities, looking at somebody's design and seeing whether or not they really belong in a Penta. Some of you sent me complete Pentas, business Pentas. I appreciate that and I certainly will use them. I'll use them when we come back in the second semester, so those examples will be covered.

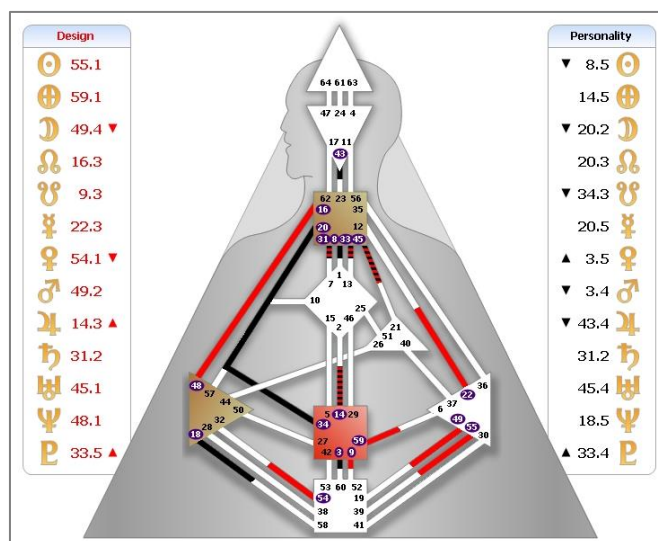
But as I said, this is a question-and-answer workshop more than anything else. I just wanted to open up that opportunity if you have something or someone particularly that you wanted to take a look at within this context. So, I selected three of them. And I will go through them and go through them briefly and then I will open it up to question-and-answer.

## Chart 1

It's one of the things that's so important about the nature of our work is that you understand an individual's configuration in order that you can be a real advantage to them in terms of their material life. Jovian, we're in the process now of doing a lot of things that nobody's really going to see until September.

next semester we're really going to be deeply focused on the individual at many levels beginning with the career profile analysis, which is a basic tool that you can offer as a service tool and moving of course into what is the much more sophisticated work of Alpha work and working with managers and being able to develop their skills and so forth and so on.

So here's a classic example. It really is. It's a classic example. And what I mean by that is that we're all subject to what the not-self world is and the conditioning





that we all have. This is a male. You're dealing with a very powerful pure Manifesting Generator, and a skillful one at that, though the talent is obviously something that is underneath the surface and it doesn't mean that this being because they've got a 1 unconscious they're not going to be secure in their talent at all. And yet the talent is obviously there. And the talent is deeply connected to their ability to be able to be in action.

### The 20/34

Now of course, one of the dilemmas of the 20/34 is that not only does it suffer from Manifestor disease. That is, I'm going to do what I think I should do and that's the way it's going to be. And of course, in that they meet all kinds of resistance. The real dilemma for the Manifesting Generator is because they do not rely on response, in other words, because they do not operate according to their Strategy and Authority, they never get the guidance that they need; never, never. If you're a 20/34 and you don't have guidance you're never going to be able to fulfill the potential of what that charisma can really be about.

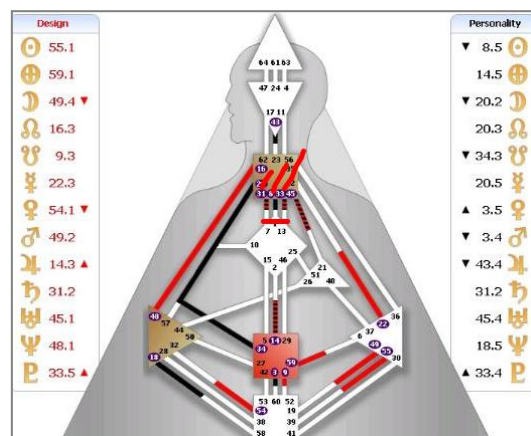
In other words, the ideal of the 20/34 is the Manifesting Generator that is using their energy exactly the way it is meant to be used. In other words, using it to its full capacity and therefore reaching their signature which is all about being satisfied.

Now of course, one of the dilemmas is that the way we're conditioned in terms of the general conditioning is that the general conditioning says that you go get a job, you go work for somebody, you go train, you develop a group, you do this, and you do that. And what happens when somebody is blindly oriented towards a Penta, it can be very, very disturbing in their life.

### No Penta Definition

Now here is a classic, as I said, a classic example of it because of the three hanging gates. You can see them here, the 31, the 8 and the 33.

Now, what do we know about Penta? We know clearly that in Penta that despite the fact that this is somebody that's bringing a lot of very powerful activations, they are powerful activations, and there are multiple activations, the multiple 33s, the multiple 31, the multiple 14. They're bringing a lot of activations but there is no definition which means that for them the Penta itself is never ever, ever going to really be fulfilling.





And yet, others want to trap them in the Penta. Now, you're dealing with somebody that's a 5/1. And you know clearly that they are always going to be under pressure in terms of the projection. So, if you have this person entering into a group at any level, whatever the level happens to be, the assumption of whoever is running that group or whoever is the employer, whatever the case is, the assumption is that they've got themselves a treasure. That's the assumption.

The assumption is that they've got themselves a treasure. That they're going to project on this 5/1 that they really have the talent to go out there and get the job done. That's what happens when they meet them individually. And then they put them in the Penta. And the moment that they put them in the Penta, all of this hanging stuff becomes frustrating because they never get to really have that role. Nor do they really get to experience what is their possibility because within the Penta context they are simply useful to others, but they never get to fulfill their own potential.

### **This Person can be deeply Lost**

When this person comes to me, this is somebody that can be deeply, deeply lost. They really can. They've got an open Ego so there's always this, "I've got to prove myself." And of course, it's very difficult to explain to them the truth which is that they have nothing to prove. This is a very sensitive and volatile emotional system because it's all unconscious even what's pointed at it is unconscious. So that this is somebody that ends up not wanting to really confront things, not wanting to really deal with them.

They're under a tremendous amount of pressure; pressure from above, pressure from below. And of course, in the middle of all that is their undefined G center. When I look at somebody like this, there's no way I can see this being going in to a Penta and finding any kind of fulfillment within that Penta; none.

And this is somebody in essence that cannot work alone either. Again, they're a 20/34. Every time that you see somebody who is a 20/34 ask them the question: where do you get the advice you need? Who do you turn to? In most cases they don't. The 20/34 is so deeply connected to manifesting.

### **Guidance is not Control**

And the thing to recognize about guidance is that guidance is not control. It's not control. This is a person that has a sense of entitlement. They've got a very strong 45. They've got a 31. This is somebody that within the sociopolitical context sees themselves as a leader not as a follower.

And of course, the idea that somebody's going to tell them what to do isn't what they're interested in. And yet, that is not what it means to be a Generator, as we well know. It is about this being having somebody that can initiate, not just somebody, anybody, to be open to responding because it's only through the



response that they get the guidance. The guidance is responding to something, not deciding. This hanging 43 in an open Ajna, this is "I know, I know, I know" and they don't. And they know they don't.

And this ends up being such a problem for them because they end up in mindless activity that serves them—it doesn't do anything. It's sort of like a hamster in a cage. They just run around and run around and run around. And instead of being able to bring this charismatic talent outward and being able to benefit from it, because after all, that's what's here. This is a universalizing force. This is somebody that really has something to offer. But again, they don't know what it is until they get it, until they're open to it, until they're responding.

And you see if we enter into a business situation and this person is already in a Penta, you can't do that. You can't say to them, look, you really shouldn't be here because you'll kill the business. Oh, eventually they'll leave; no question about it. They're going to leave because it's never going to be fulfilling for them.

Again, this is what I mean about understanding the dilemmas that we have and the knowledge that we have. It's much better to get to this person either before they start all that folly or at least when they've crashed out of something and they're open enough in that moment for a chance to be redirected to what is correct for them.

### **This Person does not belong in Groups**

This person does not belong in groups. This is not the place for this person. They're individual. They need to operate with a sense of their own authority. And of course, the ideal for them is to work in different kinds of partnerships, to be the outsider that comes in, these kinds of things in which they can take advantage of the depth that is there.

But, it all goes back to something very basic. If we could teach this person Human Design, it would transform their whole process. This is a real challenge when you're dealing with somebody like this who is in a Penta. Let's say that they helped create the Penta under the illusion that that's the way things are supposed to work. Then you'd have a chance.

### **Needs to be Outside the Group**

You could go in and say, "Look you really don't belong inside. You've got to be outside. Let's pull you out. Let's make you an Alpha. Let's teach you how to take advantage of your gifts and let's show you how to deal with those people that you're going to have to work with and you're going to have to bring out the best in them; but never inside the Penta." This is always going to be a dilemma for this being; always going to be dilemma for them, something to avoid.

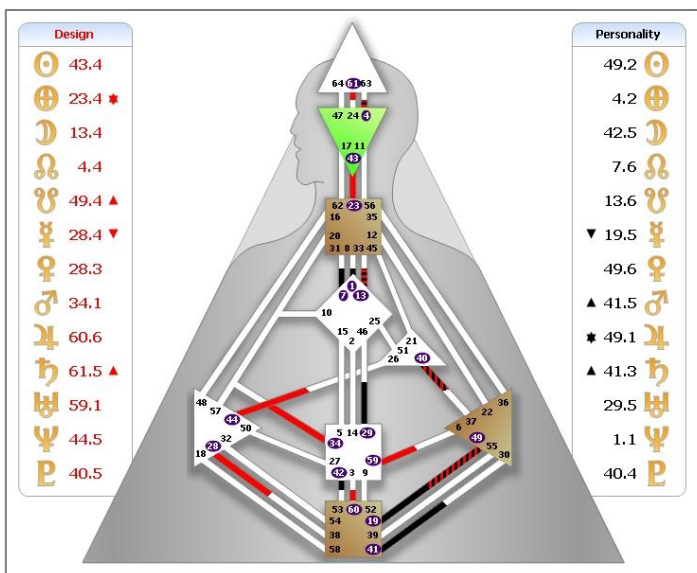


## Chart 2

Okay, I think this was one that was sent to me about a person who didn't know what to do, what to do with their life, what to do on the material plane. And again, you get to see things very quickly, very quickly. You get to see it right away. You look at it and you say okay, yeah here are these activations. There is no definition.

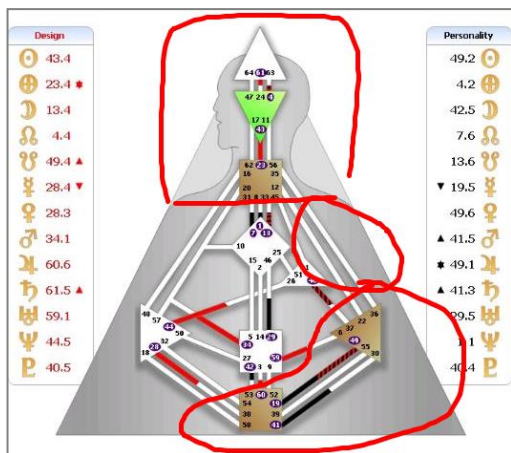
### Does not belong in a Penta

So you know right away that the Penta for this being isn't necessarily something that can be any more than just sort of the temporary demands of making a living, that kind of thing where they literally don't have any other way, because after all there are things that obviously they bring to the table. They certainly create the possibility of easy connection to the Throat. Obviously they bring a certain kind of quality that will bring commitment into a group. But they themselves and again this is open G, open Sacral, they really don't belong in a Penta.



### Splits

And of course, we're dealing with a situation in which again the advantage of the knowledge. You look at this situation and what you're seeing is a big split. What I mean by that is it takes more than a single gate to be able to bring these two aspects of the split definition together.



Whenever you have such a configuration, when you're looking at a split definition and you only need a gate to make the bridge, then you have somebody that is always blaming themselves. "I don't have what's on the other side, so I blame myself. And I try to get what's on the other side, because I blame myself."

But, when it's a big split like this that needs a channel, as an example, the most direct



way is a manifesting channel, either the 12/22 or the 35/36. And what happens in this situation is that rather than seeing that it's your problem that you don't have this, what you're really seeing is that it's other people's problems. Everybody else has a problem. You don't have a problem; they have a problem, which can be a problem, after all.

The key for somebody like this is to understand what they are. And again, this goes back to the kind of information we can give somebody in a career profile analysis to align them to what is really viable for them. This is a 2/4, after all. And in being a 2/4 and Cross of Explanation, being a 2/4 you know that they are waiting for the call. Not only are they waiting for the call, but once the right call comes they become the missionary; the 2/4 that can go out there and really do the job.

So, everything about their life, everything about preparing them for what will materially be correct for them is teaching them how to answer the call. They're very emotional and they're very sensitive. And as an emotional being this is an emotional Projector. They have emotional authority. They have to be invited. The call has to be an invitation. And they have to have the opportunity as an emotional Projector to have their time and take their time until they're clear in their decision-making. And once they're clear, then there is this tremendous potential in the 4 to go out there and do all that externalizing, whatever that happens to be.

### **Split Definitions are often best in Partnerships**

Now, split definitions are best often in partnerships. And of course, a partnership in this particular case is always something that can be tricky, always. And my advice for somebody like this is that they are much better off being a consultant, an advisor, a specialist, always, always an outsider and that partnerships are temporary. In other words, they are contracted for a specific client at a specific time. In other words, they really need to operate independently.

Now of course, once they've received their call, once they know what they're there to do, again they're a Projector. It is natural that they ultimately are going to be recognized for this. They can put out their marketing, their advertising, whatever it is and sit back and wait. Wait for those beings to come to them. They will get the beings that are correct for them and they will be able to do their work.

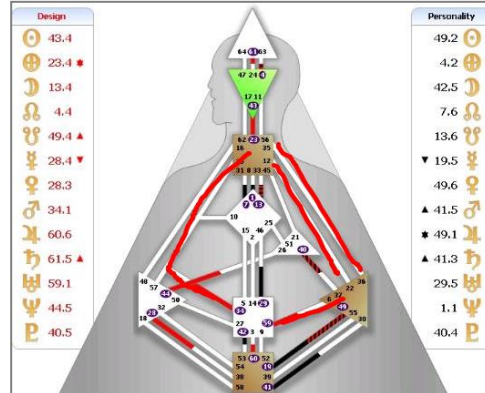
### **No Set Partnership**

But they cannot get locked into a set partnership. This would be very difficult for them. It's much easier, for example, if you have a split definition and you only have a single gate that has to be bridged, then you can get into a permanent relationship. But in this case, it's very, very dangerous. It's dangerous because you're always dealing with dominance, always dealing with dominance. Dominance is quite a force. It's a great educator, which is why it's ideal as a client-based relationship; one client at a time, learn what they can offer you.



Now obviously, it's not always going to come through the 12/22 or the 35/36. They can end up meeting somebody that does one of these and they get hooked up, whatever the case may be. But the fact of the matter is that no partnership is something that they can look at as something that they can trust to be permanent. They can't. It's much better for them to see partnership as a contract-client related piece of business.

And of course, they know that anyway. There's a part of them, that 40 which is obviously part of the whole contractual 40/37 arrangement-bargain deal business, this is something that is ultimately a natural thing. It's the one thing in this stream that is missing and it becomes an important factor for them; in other words, to know how to make the right bargains.



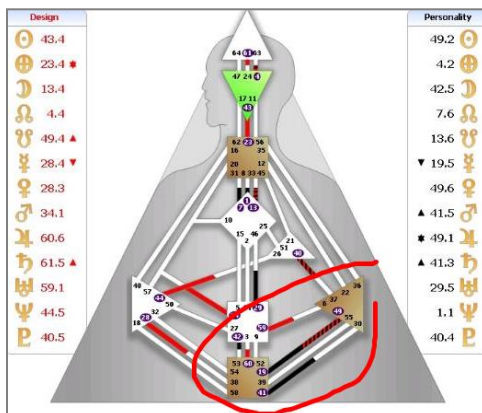
So instead of being drawn into the group, instead of being drawn into a dependency on a single client or a single relationship, the arrangement in which one has a—you work for one client at a time, whatever it is that you happen to be involved in, and then you let go of it. In this way this being will be very successful. But it's the only way.

### Pressure on the Material Plane

Again, the dilemma that we have is that human beings are under enormous pressure to make a living. We all know that. There's this enormous pressure out there in the material plane. And often that pressure is so extreme that human beings rarely have the courage to step back and do things correctly. That's why it's so important to get to people when they're young, to get to people in their 20s, to get to people when they're just beginning to think about what their material direction in life is.

But it's something that's really important, because when you're dealing with this—it's a Projector after all—when you're dealing with this person and they're already caught up in their whole trip it's very difficult for them to get out of it. They're afraid because obviously they need to make a living. It's all of these things. And it's not an easy thing for them to let go. It isn't.

And I think that this is something that is so important for us to see is that the damage control gets really, really serious at a certain point because just for them to be able to reorient themselves correctly. And of course, they don't trust it. This person even when they hate the group at least it's there. There seems to be a support mechanism. If they have a real partnership with somebody, there is somebody to lean on, in that sense, there is some kind of support mechanism.



This is saying, no, no, no, no, you have to recognize who you are. You have to recognize what your potential is. And this is somebody that has a tremendous potential to be able to express what is necessary in terms of their relationship with a client but to understand that if this is something that is just temporary, it is just contractual, they're going to end up making much more money than they ever thought possible.

But again, to get them there when they're already deeply conditioned is very difficult. The only thing that helps quite frankly is that if

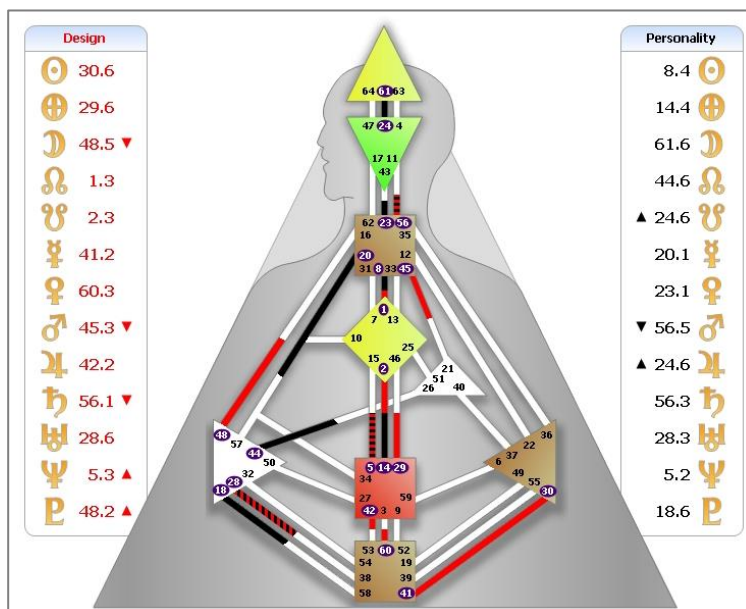
they happen to be somebody that comes through a Human Design connection obviously there is real hope there because if they're operating correctly slowly but surely all of that will work out for them anyway.

### Chart 3

This is interesting. This is a woman that works with a group, but she has her own office. I think a comment was made that when she was told that she was a group person or Penta person she remarked that everybody is always in her office. But of course, they're only always in her office at certain times.

### A Penta Dynamo

Again, this is one of the dilemmas of somebody like this. She might really enjoy the perk of having her own particular office, but the whole business suffers because she's not in the Penta. The whole business suffers and all of those people—those people go into her office to get juiced up. You go into her office to actually have a better sense of themselves. And the fact that she is isolated from them, because an office is an incredible thing. You have your own office, the moment that you're in that office you are not Penta. You're cut off and you can see that this is a Penta dynamo. This is a treasure for any group.





This being, the moment that they step out of the group is the moment that they lose their power and their potential. It's the other side of the story. And of course, you end up in situations where the office that you have by yourself seems to be a great perk and you don't want to give that up. It sort of seems like it's your reward and yet at the same time giving a person like this the reward of taking them out of the Penta is just screwing up the Penta and then the whole potential of the group.

And this person should get out of that office and go back into the group. If they go back into the group everything is going to be much, much, much more successful. And again, these are things that if you get to this person early enough so that they understand that their potential is always built around a group identity, that it is very important for them always to work within a group framework, that the open office is something that is very, very important for them, the open workspace that they can always be the central force in driving any group and at the same time get the benefits and the rewards that they would like to receive.

### A Perfect Penta Person

But, this is not a person you say we're going to take you out and make you an Alpha. It's the worst possible thing that you can imagine with somebody like this. This is your perfect Penta person. I mean that. This is just the perfect Penta person. You've got a Penta with a problem, you could put her up for sale. Sell her to the highest bidder. You've got a dysfunctional group; we've got a wonder here.

### Temp Organizations

Think about the temporaries—I thought about this the other day. Wouldn't it be interesting that one day you could build a temp organization, the kind of people that step in when you have an employee that's pregnant, going to give birth that gets three months off or something and you need somebody temporarily to step into the office or to help out, whatever the case may be. Wouldn't it be great to be able to have a temp situation where you could take somebody like this and you put them into the group and everything just flies along.

It's something to understand about the power of somebody that has this strength. Now, it doesn't guarantee that—there are obviously things that are missing. It's not simply about this person alone in a group is going to make it happen. Obviously, you're going to need the gaps to be filled in, in terms of the functionality of the group.

### Their Future is Group Oriented

But, when you're looking at somebody like this and you're working with them in terms of their career, when you want to set these people off in the right direction, here is somebody that their whole future is group oriented. Their whole future and how successful they'll be in that.



And I think what you get to see in these three examples, because they're excellent examples, is that you see that our ability to be able to discern the nuances of somebody's design relative to their material potential, this is something that gives us the great power of our insight, our ability to be able to guide somebody successfully into a material track that's going to be good for them. The difficulty is adults. This is the difficulty.

### Realigning Adults to their Material Track

It is one of the things to really catch in a sense with adults. We're going to be able to help many adults to realign their material track, but only when they've broken down; in other words, only when it's falling apart.

And of course, when it's falling apart they are very vulnerable and it often is not an easy thing to reach out to them. But in fact until they break down, you're not going to have a breakthrough. When we're dealing with any of these particular designs, they're all adults. They've all been deeply conditioned. They aren't necessarily involved or aware of Human Design or operating correctly through their Strategy and Authority, these beings are not-self and deeply conditioned.

And as adults to be realigned in the way in which you operate materially in the world, you're not really going to be open until you have your crisis. And when you have your crisis then there's always the possibility. There's the possibility that somebody is there in that sense in that time of crisis that really can point you in what may be the transformation for you.

Because after all, you can't do it for people; I can look at any of these beings, I can work with any of these three examples individually, and it doesn't mean anything. After all, you've got to do it yourself which is why you have to be at that point as an adult where things have really messed up before you're really ready in that sense to see that it does need to be changed. Your approach needs to be changed.

The beauty of this is that the bottom line is if you are operating according to what is your correct material direction you're not going to have failure as your companion. You're going to be able to function and you're going to be able to function in a way in which more and more you're going to see your value as a being.

Remember that 65% of humanity has an open Ego center. Human beings don't value themselves. The not-self is full of all kinds of pain and suffering. And struggle on the material plane drives people mad. It disturbs them. It disturbs their frequency. It makes borderline violent people very violent. It makes borderline crazy people really crazy. If you suffer on the material plane, your relationships suffer, if you have children they suffer. It goes on and on and on.

And the worries that people carry, the not-self burden of trying to maintain your material life in an environment that isn't correct for you in a way of operating that isn't correct for you, it's no wonder that so many people suffer from dysfunction and



stress and all of the things that go with it. It's no wonder that there are so many bankruptcies. It is no wonder.

For us it is a dilemma. When we enter in as a consultant into a set grouping we are not there to heal. We are there to do our job as consultants. It's why for me that the business profile analysis is the counterpoint to this. It is our basic interest in humanity. And it is probably the greatest gift of this knowledge, truly. It is one thing to bring a healthy bottom line to a group, but it's another thing to transform a life. And transforming a life is a beautiful thing. And I think we have to realize that in most cases we have to start young. Or as I said, be there; the serendipity of being there when someone truly is in crisis.

Okay, I open it up to your questions

## Questions and Answers

### Consultants with all Six Penta Channels

**Question:** *Ra, let me just a little story of the follow up for this Penta person. Here we have a very well-known business consultant, a big business consultant who has saved a couple of really big companies from complete ruin, came in and brought them back into profit making. And we happen to get his data and he has all six Penta channels, so wherever he hooks in he makes—he's the functional Penta himself so he's an ideal consulter. And he has just been arrested for fraud or something like this. So apparently it has gone to his head. But he was very successful in his time.*

**Ra:** Oh, yeah, those kinds of beings can walk into a group as a consultant and they can turn everything around. And they walk in with some kind of bullshit, whatever it is, because usually it is. Most consulting is just a lot of old physiological rewrapped crap. They go in there and because they're carrying all of that Penta, everything gets juicy. And of course, they get all the credit for it. And whatever they were pitching gets all the credit for it. It's an interesting phenomenon.

### Manifestors and Pentas

**Question:** *May I ask something about a Manifestor who has a Penta channel if it requires that he starts the business in order to break up his aura otherwise he can make the others feel very, very uncomfortable in the group. Or how does the setup need to begin? Must he be the person to start the whole business?*

**Ra:** It's always difficult for Manifestors. It's always difficult for Manifestors, and that includes Manifestors with defined Penta channels. Manifestors, because of their nature, because of their aura, are simply not trusted. They're just not. And not necessarily the suspicion that they are bad or this or that or corrupt or whatever the stuff happens to be. The fact is that it's their aura. That aura is always going to be



in the way. Manifestors really do not belong in Pentas. They don't. They can take advantage of them in certain situations.

But the fact is that a Manifestor always needs to have separation. Without that separation it is always going to be exceedingly difficult for them. A Manifestor that can have the separation, that is, a Manifestor as an Alpha, as an example, though it is not the easiest Alpha to work for because after all Manifestors really can push things. But if the Manifestor is taught within the context of Alpha One how to take advantage of their design in the sense of how to inform and how to make sure that everybody knows what the Alpha Manifestor is up to then the Penta itself can be very successful and very well directed.

### Manifestors and Reflectors not intended to Work

But when you put a Manifestor in a Penta it's very, very difficult. It's difficult. And it's difficult because this is an aura problem. And aura problems just don't go away. They really don't. Basically Manifestors and Reflectors are not supposed to have a job. I don't mean to be trite, but it's true. Manifestors, Reflectors and Projectors, we all have something in common. We have to deal with Generators. That's the world.

Manifestors and Reflectors, we were never intended to work. We weren't. The Manifestor used to carry the whip and make all the slaves jump. And the Reflector would keep the books. So the moment in this modern context, all these poor Manifestors that are supposed to have a job, just imagine what it's like to be a Manifestor and have a boss. I don't think you can. I really don't think you can. And what you know right away is that unless your boss is Gandhi you're going to quit or you're going to kill them, one or the other. Manifestors do not belong in groups.

**Question:** *Thank you. This is what I always meant. It was only because last time you had that example with a Manifestor with a Penta channel, which was quite new for me that a Manifestor could even think of working in a group.*

**Ra:** There are certain situations. Again, it's always difficult to generalize. This is one of the dangers. We're in a differentiation business. I could give you examples of Manifestors that can function in a Penta. It isn't to say that they can't function in a Penta. They don't belong there. That's a different thing. Yes, they can function there, but they don't belong there. You take a Manifestor with the 40/37, you take a Manifestor with the 45/21, take a Manifestor that has these tribal attributes, maybe 32/54, a 44/26, anything that's material, anything that's oriented towards tribal materialism, yes they will be able to deal with it. But, it's not for them. They don't belong there.

### Super Slaves

**Question:** *Are you saying they stop being a Manifestor; basically they become a super slave?*



**Ra:** As they would say in Deutsche “uber, uber, uber slave.” The angriest slave you've ever seen.

### More Specific Keynoting

**Question:** *Ra, it's clear to me the obvious that either you belong in groups because you actually have the definition to identify with it because from my sense this is my openness, and that's clear to me. But I suppose when it comes to professional guiding and orientation that we will get probably much more specific. I can see for myself intuitively that certain channels will tell you what kind of place you will be looking for within any group, but you mentioned this Alpha One; I guess there are other levels of keynoting in order how to point those things out.*

**Ra:** Yeah of course, absolutely. What's important at this stage is that the recognition that without definition you don't—again, this is all within the context of career profile analysis—if you don't have Penta definition you don't belong in a group. It really is like that. And obviously, there are going to be the variations. Manifestors and Reflectors don't belong in groups. They don't belong in those things. This is really all about Generators and Projectors.

And yes of course, the channel that you bring, it brings with it all kinds of things in terms of how you're going to find your place within the group and how you're going to feel the pleasure of what is your concrete contribution. Those beings in groups, and again this is the smaller tragedy that we get to meet when we go in as consultants where you go in and you see people that don't have Penta activation, you go into Pentas in which nobody has Penta activation and everything is just built on electro-magnetics you get to see right away the levels of dysfunction.

### Two Different Things to Deal With

We have two different things that we have to deal with and this is really the dilemma. On one side is that we can really help people entering into the material plane of life to really have the correct direction so that they don't have to suffer on the material plane. On the other side we have to deal with business; business is business. We have to deal with whoever is hiring us and what our responsibility is in that sense.

But, it is clear and needs to really be understood that not everybody is a group person. And that's okay. And that it's important for us to be able to recognize where somebody belongs because we can make a difference in their material life.

### PHS and Environment

**Question:** *Do you look at their PHS and Environment?*

**Ra:** It's so sophisticated to get to that level. It obviously is something that is very valuable information. There's no question about that. But valuable in perhaps the



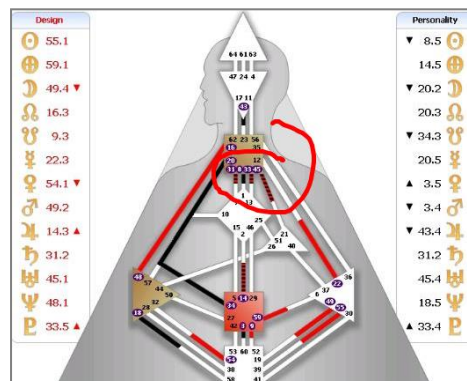
deepest level of doing Alpha work because I think if you get into the deeper levels of Alpha work I think PHS—particularly nodal information anyway. For example, their view, the way that they look at things, what they're really looking at, all of this can be understood analytically within that context of being able to provide them with a deeper understanding of where their potential is.

I think all the information we have access to is valuable information. But again, it begins with simple things. It begins with trying to get somebody simply to be able to be in an environment where at least they're going to benefit from that environment, the working environment that is going to be valuable for them rather than the enormous amount of wasted time that people have in their careers. It's amazing how much time is just wasted in all that.

### Non-Penta Person and Apprenticeship Work

**Question:** So, Ra would you take a young graduate, for example, and knowing they're not a Penta person but have skills that would be useful as a consultant down the road and recommend they do join let's say a company for the background, for the depth of the knowledge letting them know that they're doing it as a temporary, almost like going to school still so that they can come out later as a stronger individual and independent.

**Ra:** Oh, absolutely. Because this person ultimately could be so powerful in the way in which they operate, the development of their talent as an example, that going into a company where they have an interest, a service product, whatever it is, a technology, whatever the case may be, to learn how things work. There's nothing wrong with that, as long as they understand that it is temporary for them. That it has to be temporary for them, that this is not where their future is going to be.



But again, as you say the ideal way to express that is as a form of practical education, the kind of apprenticing that used to be done at the beginning of the Industrial Revolution where you bring somebody in to give them a sense of how things operate in order to see whether it is of interest to them, whether they have the skills for it, and so forth and so on, as an educational process. Then yes.

I don't think there's anything more important than helping a human being feel comfortable in the material world. It is one of the things that has given me a great deal of pleasure in my work over all these years that the people that I have trained and the people that have shared my love of the knowledge have done well and they've been rewarded for it. And I think that that is something that is really important.



Human Design would have no future if it couldn't support professionals. It is really something to see that we do have this ability to help young people establish a proper direction in life. It doesn't mean that we tell them, as you pointed out, that they avoid this or that. I mean, I haven't included any of the OC16 here. We will look at that later.

But again, there are other options. You can have an option where somebody is really capable at a corporate level in a large, large organization where they could really extend their gifts and their potential. And yet, in order to get there, there are certain things they'll have to go through as stages.

### The 54.1

But if they can be given the guidance, if they know how to act, if they know how to make decisions, if you can help them in that process then you know that they're going to have a very successful movement. Take somebody with an unconscious 54; they're very ambitious. And this is the foundation of ambition. It is the 54.1 and it's all about understanding that the pain of ambition when it doesn't have the guidance and recognition it needs, because that's what it's about.

This is where we come in. We are capable of being able to provide anyone with the framework upon which they can build a successful career. We can't in any way be—we're not about what they're interested in and we're not about how good they are at it, if you know what I mean. What we know is what environment will work for them, will be conducive and supportive to their material development.

### Authority, Types and Penta

**Question:** *Ra, can people have their authority in the Penta environment or not because of its homogenizing quality. Can you say that in Penta environment there are no types; of course this is a Penta.*

**Ra:** When you're in a Penta you don't have any authority. It's one of the jokes about Penta. It's one of my favorite jokes about Penta is that if you have a functional Penta what you have is something that's obedient. Really, it's obedient. Whatever the Alpha tells it to do it does. That's their job, after all.

It's not like you can refuse, because you can't. One of the things about Alpha One training is that you teach an Alpha One how to take each individual employee and relate to them according to their nature, to their type and to appeal to their system of decision making. Now, that's something that you can do outside of the Penta. But the Penta is a homogenized beast. And it does what it's told to do, because that's what it's there for.

So in that sense, within the Penta itself there is really no type, no authority. There is simply the Penta. That's the great power of Penta. It's why a functional Penta is such an incredible thing. When you train an Alpha to be able to direct a functional



Penta, it is unbelievable what kind of level of productivity, efficiency and effectiveness that you can get out of that grouping. It is quite remarkable because a Penta is always obedient. This is Penta.

Penta is designed to be run by Alpha. This is the way it's intended to be. Until you build up all the way to the OC16 which is one Alpha running three Pentas. Penta is Penta. It has nothing to do with what the individual is. It is the ultimate homogenized vehicle. It really is. That's why it's only good for certain people. You have to really be a Penta person to be a Penta person. I don't mean to sound silly, but it's true.

### **Career Profile Analysis**

I think just throwing this out that there are a number of things over the last decade that I have looked at and I have thought this is something that is so deeply valuable to the general population. One is the understanding of the body and food embodied in PHS. And the other is Career Profile Analysis. It was the first comparative analysis system that I developed out of the knowledge. It is enormously important. And it is not limited to the barrier of being open or esoteric or this or that or being a fuzzy bunny or all that stuff. It's good for anybody. It's good for any human being. It is something that really can make a difference on the material plane.

It is something that each year in this program is something that I have stressed over and over again that this is one of the most important pieces of information that has come out of the knowledge. And it's obvious why.

We have a world in torment because there is such dysfunction on the material plane. It's extraordinary the level of dysfunction on the material plane. There is so much hunger on this planet. There are so many people who are employed at levels that are frightening in terms of the demands on them and the limitation of what they are paid, the 30 cent an hour people. They talk about employment in the Third World and yes, yes, yes you've got 100 million people working at 30 cents an hour, thank you very much.

This is the madness of the world that we live in. And if you step away from Third World examples and you go into the first world it doesn't make it any better. You go into any factory on the boundary of any city, you go into any of these environments where there are thousands of people doing things they don't really want to do but this is it. This is what they can do. This is what's available. It's the only way they're going to make a living.

### **A Material Disease**

We have a material disease on this planet. Human Design is form knowledge; it's the ultimate form knowledge. It's the most important form knowledge that ever came onto this plane. And as form knowledge it is here to make our material lives



better. We know that from the point of view that if you are making decisions correctly as yourself you get what is correct for you in this life.

But the moment you begin to understand that everybody has a material design, we are forms after all. We're not designed to go hungry. We have a material design. This is what all of this knowledge here in this program is all about, to be able to guide people to their material design which has nothing to do with saving their lives in the psychological esoteric sense of the word.

It's about making their lives bearable. It's about giving them an opportunity to take away the deep burden of material fear and in that hopefully open up the possibility that they can see that there is more to what it is to be them, to live out the potential that is there in them.

The beautiful part of BG5 is that we can direct human beings to be able to deal with the most threatening and the most powerful barrier that they have to deal with in life.

### Sharing One Room in a Penta

**Question:** *Ra, can I quickly come back to my type question? Is it of any use to have people in a functional Penta sharing one room if they do not work on the same project together? Does this help? Does this improve everyone's work in there?*

**Ra:** Absolutely, it's just pure mechanics. If you had an open office where you had let's say four entrepreneurs each doing their own thing and one secretary, and each of them running their own little business, yet all of them working in that open environment, if it was a functional Penta everybody would benefit in there in their individual efforts. Everybody would benefit.

**Ra:** That's a technique that can be very valuable. In certain situations, in certain kinds of Pentas where you just have a big enough open space and make it possible for people to share certain services together, secretarial services, or whatever, but at the same time being able to build a functional Penta in that way, it can be very, very useful, in that sense.

**Question:** *Yes, and I also think that can easily be used because people start sharing offices. To cut costs they have one secretary. So this is something that can easily happen. If you know that and look for this you can really take advantage of this knowledge in a much broader way.*

**Ra:** Yeah, I agree with you. I think it's something really for everyone to think about as possibilities in terms of advice that you can give people because it does make sense. Again, the dilemma in that is that obviously if you bring all those people together and you've got gaps, everybody's got a problem. So, you have to be very careful in that sense. It has to be well engineered to make sure that the functionality is there.



But, if the functionality is there, yes I think that is a terrific solution for a lot of—particularly in this day and age, a lot of tech oriented people locked into their computer kind of operators in which in an open environment like that different people with different projects or things that they are doing, it's an excellent possibility for all of them in that sense. That's something that can be very, very productive, a healthy kind of suggestion. But again, you've got to be careful with the engineering.

~ The End of  
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