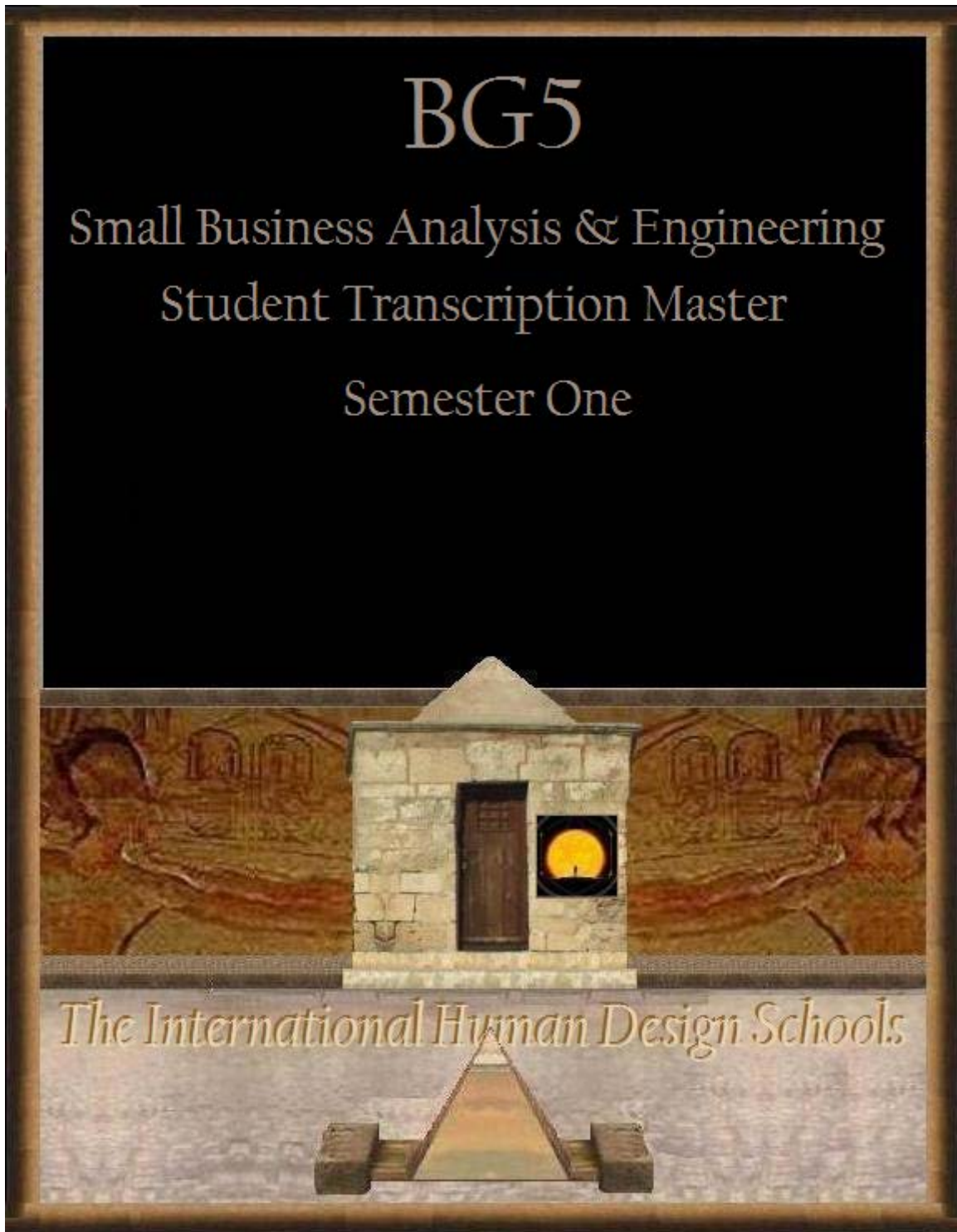




BG5 Small Business Analysis & Engineering
Semester One Student Master

BG5
As taught by Ra Uru Hu
Semester 1
BG5 Small Business Analysis and Engineering

Lesson One
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The Trans-Personal Aura

This is something that is very exciting for me. It has always been for me one of the most extraordinary pieces of information that I was given. In 2000 I handed over the responsibility for developing this knowledge to Peter. We spent a lot of time together, often rather fascinating and enjoyable, going through the process of investigating the potential of not just BG5, but the whole spectrum of what trans-personal auras really represent.

What is exciting for me is to get to a place where we are now, that we can begin the process of introducing this knowledge to the small business public. I think that it is a revolution that is really waiting to happen. And that it is something that is going to be deeply productive, both in terms of your investment and in terms of the return that you can get on your investment.

Working with the small business person

For me my dream with this knowledge was always the small business person. It became clear to me over the years of working with Peter how difficult it would be to ever get beyond the closed shell of the leaders of large corporations because of the complexities of birth data. What it means to hire and fire people according to their birth data, which is very spooky, by the way for a great many people.

Yet, at the small business level, because the small business person is much more open, it is easier in a way to be able to introduce them through their own design, through their own potential, to introduce them to this and much easier for them to be able to get the agreement of those they work with. Much easier in which it becomes a shared adventure, which is very important, in a sense, to this process.

Understanding the nature of the penta

As you can see from investigating the layout of the program over this coming year each semester for me is very distinct and very specific. We're going to spend the next 11 weeks understanding at the deepest level that has been possible the nature, the structure, the mechanics of what a penta is. For me, this is something that is very exciting because the penta is the thing that is responsible for the way in which consciousness operates. It is the way in which the whole of the nature of the totality, in terms of the way we understand it, is ordered.

We will go beyond the structure. The second and the third semesters are really about learning how to do both the analysis and the engineering. But it is impossible to get to that place until we deal with and grasp what a penta is. Before we can even begin to talk about pentas we have to talk about something that truly very few people really grasp. One of the things that was so interesting for me is that yesterday I began the Rave Cosmology program. Of course, as I would like to call

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those things it's sort of gray and fishy and mystical and it's very different. I made the joke of how what a juxtaposition it is for me to move from Rave Cosmology to BG5.

It is my intent to work clearly in the language of BG5 and in the language of business; it is absolutely essential. And you will see that the terminology and the way in which things are approached are specifically in that vein. And yet, there's something to grasp. Everything about what you will be able to reveal is based on what is still a mystical concept. And it has nothing to do with birth data; it has to do with the byproduct of birth data. That is, it has to do with the nature of the aura.

The magnetic monopole

The aura is really an incredible thing. To really grasp the nature of the aura is to first understand its source. In beginning to understand its source, the first place you go to is that you go to what holds the illusion of our separateness together. It's something very important to understand about the nature of being, is that the nature of being is an illusion that is constructed by the magnetic monopole. We often think about the monopole in terms of those people, for example, that teach basics in Human Design. You introduce these basic principles. And yet, very few people truly grasp that if it were not for the agency of the monopole that the personality and design would not be held together. And there would, in fact, be no life.

More than that, to understand the nature of this mono-o-pole, is to recognize that here you're dealing with something that only attracts. Of course, what you're looking at when you're looking at an aura is that you're looking at the extremity of that field of attraction. And quite literally it has a density. One of the things to grasp about auras is that everything about the way life works is actually about the aura. For example, if you're trained in Human Design and you talk about somebody being a manifestor, the fact that they're a manifestor is in essence the result of the way in which their magnetic monopole holds them together in the illusion of their separateness.

Design crystals by themselves, and personality crystals by themselves, are not any type, they are components; they are aspects of a whole that's greater than the sum of the parts. And that whole that's greater than the sum of the parts is literally created by that magnetic monopole, the agency of that monopole that's holding things together.

It's all illusion

When we're talking about penta we're actually taking the possibility of human imagination to its extreme. After all, it is difficult enough to be sensitive enough to really feel the difference in other people's auras, than to imagine in any way what the complexity of the penta aura is all about. That penta aura is not like something that you can sense or you have conscious access to, you don't. You don't have any. And yet, everything that we're going to do and everything that we're going to sell, and for me it's the joke that underlines all of this, I'm as material as the next person. I've very good, actually, at making money. It's something that I understand; that is, I understand the demands of the material plane. The knowledge that I was given transformed the way in which I understand the nature of the material plane and the way in which I understand the potential of other human beings.

But, I never forget the joke that when I analyze something what I'm analyzing is an illusionary thing that is actually just the way in which I experience what is a

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frequency field. The fact that we're designed to perceive through that frequency field what appears to be a three-dimensional solid form is just the just the trick of the way in which our minds work. This is an illusion, it's all illusion. And no matter how mundane we're going to get and no matter how material we're going to get, and oh boy, are we going to get mundane and material, it's very important to understand what you're actually analyzing, what you're actually working with.

We're here to master the trans-personal aura

Today I want to take you through a basic understanding of auras in a way in which it's not been taught. In other words, to take you into a deeper understanding of the aura density and the way in which auras operate in order to be able to understand something. What we're here to master is the trans-personal form and the basic fundamental trans-personal form. Even when we get to discuss the Wa and OC16, which is not part of this program and truly has no place in it, the fact of the matter is that ultimately that is made up of pentas. It is the penta that is the basis upon which any understanding of trans-personal relationship, multiple trans-personal relationship can be understood.

And yet, there is a constant creation of the beginnings of trans-personal aura in every connection that we make. Whether it's the connection that our design makes with the transiting field so that what we are as a chart on a piece of paper in connection with the imprint of the moment that there is a whole that is greater than the sum of the parts. There is something else that is taking place. It is the beginning of the recognition, if you can think this way, of beginning to understand that it is all the frequency. The way in which we experience the illusion, well, that's just the only way we get to experience the illusion.

[Illustration 2]

The manifestor aura: Closed / Repelling

Let's look at auras. You can see that there is a listing here. In this listing and I will go back and forth to this main graph, and again, remember you can pick up all these illustrations tomorrow. When you're dealing with a manifestor aura you're dealing with an aura that is closed and repelling. It's closed and repelling. Think about what that actually means. I've often described what it's like when any other of the types comes into contact with a manifestor aura, that the manifestor aura is closed. Now, what it means to be closed is that it's a very dense aura. Its polarity is the generator aura, which is the open aura. You will see that these are deep, deep polarities to each other; in other words, the closed manifestor and the open generator.

The generator aura: Open / Enveloping

Look at the generator configuration: Open, enveloping. Now, this open enveloping is one of the ways to understand the profound significance of generators in the world. In those opportunities that I've had in my career just to work specifically with generators, one of the things that I talk about that is so important for them to grasp is that with every breath they are generating the life force; with every breath.

So, the 67 percent of the planet that are generator, they are the ones that are creating the world everyone lives in. And the way in which that operates is that it operates because here their auras are open and enveloping auras. In other words, the life force that they are generating is a life force that envelops others. Not only does it envelop, but it's open to enveloping itself. In other words, if you could see all the generators on the planet and the only thing that you could see is all of their

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auras you would see that we live in a generator world. This is what's covering the world. This is the great enveloping force, if you will.

So, you have a very important distinction between the two. Of course, you can understand that the relationship between the manifestor and the generator is not in any way ideal, not at all. You will see that there is compatibility in terms of a relationship between manifestor and reflector, and generator and projector. But between manifestor and generator this is the polarity of closed and open, of repelling and enveloping. And I will show you illustrations as we move along and we can take a look at it.

The projector aura: Focused / Absorbing

If you look at the non-energy type and you look at the projector, the projector is very, very significant to grasp, because you will see, and I will show in an illustration, that their aura works in a way that is totally different. Of course, this brings me to the subject of type and ascendancy in type, or the stratification of the way in which the world works.

It's something to grasp that when you put together the generators and the projectors you have almost nine out of every ten human beings on the planet. This is a fundamental relationship. It is also the most difficult of all relationships to emerge without awareness. One of the things to understand is that with generators and projectors this is the auric combination that is at the bedrock of any material success. And it's something very, very important to grasp right from the beginning. But again, we will move along, we will look at them in detail.

The reflector aura: Resistant / Sampling

The reflector is similar to the manifestor in that the reflector aura is resistant, and its theme is to sample. Of course, one of the things you'll see about the reflector aura is that it edges up to you, so to speak. It will rub against other auras. But it's very, very uncomfortable being absorbed—the projector; or enveloped—the generator.

When I change illustrations, by the way, I'll let you know and if any of you don't see the change just write that in and I will refresh this to make sure you all get this.

[Illustration 3]

The auric field

What you should be seeing here is an illustration of the basic aura field. The auric field is something that is essential to grasp. One of the themes in my work is to talk about the dilemma of homogenization. In other words, the role in the illusion is differentiation. So, everything about what we are here to establish is our differentiated authority. And yet, we all know just by understanding basic Human Design that we are deeply vulnerable to conditioning. And we are very vulnerable to the conditioning of the aura of others.

If you look at the way in which civilization today handles the housing of human beings you can see right away that we run into a dilemma any time that we're trying to establish any kind of unique, unconditioned perception. The fact of the matter is that we're stacking people up in apartment complexes. In stacking them up in these complexes, we're also building these complexes with lower and lower roofs, because basically it's just economical, they're saving bricks and they're saving on heating. And you end up in situations where the average aura is constantly penetrating the ceiling above.

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If you think about the aura, if you stretch your arm out and if you imagine twice the length of your arm that basically you're looking at—and of course you turn that into a sphere around you—basically you're looking at your auric potential, in that sense. For example, if you're living in a flat and you have a neighbor next door to you and you have a common wall, that's a great place to put a bookcase. It's not a great place to put your bed, unless you want to sleep with these people.

Environment and the auric atmosphere

So, one of the things for us to really grasp, and it's something that we will see in the application of this knowledge, is that there is a kind of, let's call it BG5 Feng Shui, that we're going to have to take into consideration—the impact of the way in which auras work, what kind of environment is best for different kinds of interactions within small groupings. For example, it was very popular in the '60's when they developed these huge open office spaces where they put hundreds and hundreds and hundreds of people into cubicles. Of course, there is an auric continuity in all of that in which everybody is deeply homogenized.

We have two perspectives on that. One perspective is to see clearly that that means that as long as you have an auric field that's continuous you have a way of conditioning the entire field. That's something really to grasp. The other thing to grasp is that that field will naturally break up into what are, in fact—I'm looking for a word to describe the instability of what a penta is, because it is so unstable. The holding a consistent penta together is not as easy as one would think. And to our advantage the easiest place to do that is in the work place. Because in the work place, in order for them to gain the rewards for their process they do have to agree, in that sense, to enter into the same environment together and stay together.

One of the keys about the work we're doing is that our understanding and our ability to have impact is all about recognizing very clearly and deeply what the auric atmosphere is and the way in which the aura works in the environment between the people that are there.

[Illustration 4]

The manifestor aura

I've changed the illustration and this is an illustration of the manifestor aura. And here what you're really seeing is the repelling. What is so interesting about this and it's something that obviously over time we're going to get to explore is that partnership aura is superseded by penta aura. And I'll show you that tonight, and I'll show you how that works.

But the moment that you're dealing with a partnership, in other words, the moment that you're dealing one-on-one you can see that the manifestor aura is, in its density, not going to allow the other auras to impact it. It is working against it. It doesn't mean that you don't have auric contact. It does; it takes place. But, the reality is that it is very difficult. For example, if you see a manifestor with a generator the generator will envelop the manifestor aura, but the manifestor aura is still closed around it.

What is the aura? The aura is a frequency expression of the self. The monopole sits in the G center. And the illusion that it holds together is the self. When you're looking at the manifestor self, the manifestor self doesn't permit other auras easy penetration of itself. You'll see that's why it makes projectors so incredibly powerful,

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is that they have this ability to penetrate inward in their focused way in which their aura operates. But when you're dealing with a manifestor the very density of the aura is going to make it difficult for others to access that self. And of course, we know what the manifestor is, and we know that the manifestor has an imperative that is not intended to be cooperative. So, the density of its aura is simply a reflection of its theme. It all comes from the same thing. It comes from this extraordinary monopole, holding us together, moving us along in that line of our geometry.

[Illustration 5]

The generator aura

Now, what a difference it is here in looking at the generator. You can see this generator enveloping and if I expanded upon that illustration, basically what you would see is those two auras getting bigger and bigger and enveloping each other. It's the magic of what it is to be a generator. It's also the generator's great pain in this life. There is great pain. There is no deeper pain than the pain that frustration brings.

Generators are so open to conditioning. They're much more open to conditioning than reflectors. Think about that. You can tell by the aura. The reflector has a resistant aura. It just does. And the projector, as you will see, is always looking for envelopment. But for the generator this has been the theme of their enslavement, after all, this enormous openness. And at the same time, they're the life force. So here you have this openness, being open to things that are not correct and transforming that into the life force. And then having to live with the consequences of it, which is not very pleasant.

But it also is so important to see that when it comes to looking at any kind of business there is no real business without generators. There just isn't. Think about what it actually means to have a generator involved in a penta. What it means is that the depth of their involvement is reflected in the life force that they put out around them. The generator that truly loves what it's doing, that is deeply immersed in its process, that is rewarded both psychologically and materially, the frequency that they put out, their enveloping aura, is one that encourages and provides all kinds of power to others.

That's why I was always so interested in the awakening of the generator. Because after all, you wake up a projector and they're not going to be able to change the world because they need a generator to do it. You wake up a manifestor and they're not going to be able to change the world, they're going to need generators to do it, because it's the generator world. And the reality is that the moment that the generator reaches a state of consciousness that it understands its process then it's possible for a new kind of a relationship to emerge, and the essential relationship in terms of getting anything done. If we're going to get anything done at the heart and soul of any penta, it has to be a projector and a generator. It has to be, because, if it's not there, it's not going to happen. This is the fundamental material binary. Manifestors and reflectors are truly, in that sense, outside of that whole game.

[Illustration 6]

Projectors focus and penetrate

Now, what you're looking at is a projector at work. Look at the way that aura works, and look at where it's going. This is really the thing to understand. Every time you take a step backward and you go back and you look at that generator, there's the

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generator enveloping, it is naturally open. But you see, generators are only comfortable with generators. If you scratch any generator they'll tell you that. Generators are comfortable with being open with others that are open, enveloping with others that are enveloping. It is the most comfortable auric connection for them. It's very comfortable, as a matter of fact. Some times too comfortable, as a matter of fact.

But when you go back and you look at the projector you are looking at something that is very, very, very different and very specific. This focus, this penetration, because you can see that the projector aura in essence, and of course, I've made that illustration very pointed so that you can see what I'm trying to get across, in fact their aura, like anybody else's aura goes beyond their form. But that aura is always forming a point, if you will. It's always forming a focus point and it's always penetrating.

Again, when you go back and you look at the generator aura you can see that it simply just gets as large as it can. It just keeps on this enveloping process. How different that is. Everything about the projector is to focus and to focus on that G center, to focus on the other monopole, to focus on the source of the frequency.

When I talk about projectors, I have an enormous respect for their potential. It's why I entrusted this knowledge with Peter. Projectors are here to recognize. Very few people have surprised me with insights as much as Peter has over these years working with this knowledge. Projectors have a real gift. And you can see where the gift comes from. You can see that this recognition theme that is there in a projector, be clear that the whole way their aura works is focused.

Now, think about what that means in terms of the social mechanics, the difference in the social mechanics based on the density of auras. When you're looking at the generator's aura you can see that it's non-discriminatory. It's very important to see that. In other words, it's just open and enveloping. But the moment that you're dealing with a projector aura it is focused.

[Illustration 7]

Of course, this is the thing that we have to look at, this absorbing capacity of the projector that is so difficult for generators, and so often so difficult for anyone else. I have watched now, for years the relationships between generators and projectors. I've listened to the way in which projectors describe generators behind their back; and the way in which generators describe projectors behind their back. Being a manifestor I sort of stand above that, of course. And it's hilarious. They don't like each other, regardless of any provocation. They don't. There is a difficulty in that. And you can see that, yes, it is uncomfortable for the generator. And this is the dilemma in this relationship.

Understanding human relationships based on their auras

We've talked about this, for example, in terms of the dilemmas that simply arise out of the difference between energy type and non-energy type. But I want you to begin to understand human relationships based on their auras. This will be a real step for you in terms of your understanding, the way your consciousness works when you begin to think about the way in which people fit together.

You have to see something about this whole adventure of ours, is that there is a great responsibility in it. The responsibility, first of all, is to provide the service that

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we say that we can do. But more than that, this is not simply small business analysis. It is small business analysis *and* engineering. You have to be certain that you really understand the way in which beings operate with each other in order really to be able to see clearly how and who can fit where. And that is quite a job. It begins with a deeper understanding of the way in which beings operate.

Regardless of the fact that we're going to be looking and focusing on penta, remember that a small business of five beings is many things at different times. It is always partnerships, it is always relative pentas—3, 4, 5. There are many different levels of auric contact that is there. And at the primary basic level the way in which beings are going to operate with each other is something that you can see right away simply by understanding their aura.

The reflector aura

This is the whole thing. And of course, when you get to the reflector you can see that you're dealing with resistance because reflectors are here to sample the program. They're here for a very different purpose. And quite frankly, unless it's the serendipity of their not-self conditioning, because remember all the business people that you're going to meet, with very, very few exceptions, are all going to be doing the thing they're doing based on getting there as not-self. You have to see that.

One of the things to recognize is that within the context of BG5 there truly is very, very, very, very little place for reflectors. That is not so when we get to larger configurations. But, something to understand about them is that the contribution that they can make is not a contribution that is materially valuable for a functioning BG5. It is much more important for larger trans-auric configurations. And it has to do with the resistant sampling.

Generator/projector: The core of business

The core of any business is generator/projector. This is the core. And it should be literally, percentage wise, in the sense that to have less than two generators in a five-person penta is to have everything at risk, just at risk. Without the life force it is very, very difficult. Without the open enveloping aura it's not possible for the continuation of the penta momentum to operate in the personal relationships. Generators, after all, even in the mystical understanding, even if you see them mundanely as slaves, if you see them mystically as potential builders, is to understand that nothing gets done without them. The foundation of any successful small business is properly, correctly responding, fundamentally core people who are generators.

And yet, it is clear to me that without a projector there is not going to be the recognition of what the self of the penta is all about. In other words, the theme of the penta, its capacities, what are the limitations, how far can you go with the configuration of beings that you have working together on one project.

But, auras, it comes back to understanding that all this working together is aura contact. Think about what that's like if you've got a manifestor and a reflector and they're working with a generator, just the three of them. Think about it and imagine what that's going to be like. You can tell right away by the nature of the aura where the dilemma is going to be. The manifestor is going to be on the outside of it. The generator and reflector are not going to necessarily get along. Or the generator and the projector are going to end up being uncomfortable with each other, because it's

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very basic things at work in auras; very basic things. [Are you talking about reflectors or projectors?]

The need to deeply take in a configuration quickly

What we're going to see is that the moment that we transcend the personal aura and the personal connection to somebody else's personal aura, the moment that we get into this next level beyond it, what we're really doing is we can set up a dynamic that is going to be effective. But at the same time we have to see that these beings are constantly going to be breaking up. They're constantly going to be moving into different configurations and this is where the knowledge of the aura, more than anything else—remember that you're going to deal with—I gave in my structuring of this program 11 weeks to work with the penta because I really want you to go beyond thinking you know what this thing is and to really be able to see configurations right away; in other words, to really take this in at a very, very deep level. It's so important. It's like the ability of a really good Human Design analyst to look at a chart it's never seen before and grasp it all in a couple of moments of just looking, not even thinking, just looking at it.

It's very important that you begin to see that whenever you're looking at configurations, the most important thing to start with with people, before you even think about their designs, because remember you're going to be dealing with groupings, just to get an impression right from the very beginning. Taste what the aura configurations are, because here is what's going on.

The other thing is, as you will see, we can take advantage of these auras. In other words, that these auras have a value on the material plane. And they have a value in the right place doing the right work on the material plane. But it's all about auras.

[Illustration 8]

The reflector

What you're looking at is a reflector. You are looking at this resistant sampling. One of the things that I'll just mention about the reflector that is so interesting is that they're really ultimately very good at being able to sense the relationship between large organizations and the changing environment. That's something that is very interesting. But it's very important to understand that when you're dealing with both reflectors and manifestors, and you're going to have both reflectors and manifestors operating together within a penta configuration, it means that once they break out of the penta aura they're not going to have comfortable relationships or the kinds of relationships in which the ability to work together is what the goal is going to be. In other words, if you're pairing people off to do something these are not auras that are not going to work well together.

Again, it just comes with the basic understanding that the material plane is here to be dominated by generators and projectors, and it isn't here to be dominated by anybody else. It's essential simply to understand that just from looking at the basic way in which their frequencies operate. And to see very clearly that it's not about there is no place for reflectors or manifestors, there are, but their place is rarely within in pentas.

Somebody like me, for example, I do not operate in pentas. I basically operate, in a sense all alone. I sit in my studio and I commune through the computer. With my design, the moment I step into a penta I lose all of my power. It just simply disappears. Penta is not something that is a good place for me. And I never had the

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direction to enter into larger configurations other than what happened to me as a teacher in my years in Design where I learned to see the difference for me, for example, just getting further and further away from the students. As the numbers increased how much easier it got to be able to get the message across.

Penta: The basic configuration for business and family

Pentas can be very difficult. The thing to see is that the success of small business, which is the bedrock of every economy on the planet; after all, there are more small businesses than there is anything else. Small business simply represents the direct transition from family. It's the same thing, in a sense, in the same way that we do family analysis using a penta graph, except we're using different language and we have a different goal, the reality is that this is the basic configuration. It is the basic configuration for family, and it is the basic configuration for a family making a living. The more you understand about the penta, the more you begin to recognize that this is an extraordinary material thing. It's an extraordinarily material thing, including the family version. The only thing that matters beyond fertility is resources. Everything about the penta is that it is resource-materially oriented. When you're looking at any kind of penta configuration the moment that you see the kind of aura that isn't going to work well, you already see a problem, because it literally is something that there.

[Illustration ?]

The bedrock of success

Here is the illustration of what BG5 is all about. Everything about the success of any penta is that you can analyze a penta, you can engineer a penta. But, as I said the penta itself is not something that is stable. It is not as stable as the fixed auras that are the byproduct of our frequency. And of course, all pentas are constantly breaking down into partnerships. This is the essential partnership. This is the bedrock of the way in which success on the material plane in the future is going to work. I think in many ways because you will approach this from its business perspective that it will be easier to bring projectors and generators together when they don't really see how it works yet. One of the interesting things about doing this kind of work is really the ability to be able to advise and to be able to provide keys, and at the same time not necessarily take somebody through a deep understanding of their nature.

Again, that's important. That's why it's very important to understand the auras. It's very important to know the individual designs. It is a key to understand their potential, each and every one of them within the penta, to know what it is that they lack, to know what it is that they need as compatibility in their process. But, one of the keys in building a successful penta is to be able to have a combination of generator and projector within that penta that can be literally the foundation of its success, and finding that right combination will be one of the main tasks.

It isn't necessarily going to be what you're going to discover, in that sense. You end of with all kinds of oddities in these combinations. But one of the goals in my work with BG5 is to bring out in much greater detail not only an understanding of the generator/projector relationship because it is absolutely essential to grasp this relationship, but also techniques to make it easier for generators and projectors to work together in the business environment.

Pentas are designed to be guided by alphas

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For example, it is something to recognize about the nature of the penta that pentas are obedient. It's very interesting; think about that for a moment. That is, they will take guidance because they're designed to be guided. Pentas are designed to be guided by alphas. The vast majority of beings who can actually guide a penta are projectors. Yet, they are not yet equipped, in that sense, either intellectually or through training or just general awareness to be ready for this kind of connection to the other. It's one of the most essential relationships that have to be developed on the planet. One of the things that we will see in our work is that when we have a successful combination of generator and projector as a foundation—it doesn't mean that they own the small business, it doesn't mean that they are necessarily dominate players because again, we will see that our criteria for involvement is very different. But at the same time on the one-to-one basis, this basic foundation is essential.

Relationship dilemmas for projectors

Think about it this way. If you're looking at this illustration, here is the generator and it's open and enveloping. Well, it's open to the projector. All generators are inviting to auras. That is their nature; it's why they get the conditioning that they do. And of course, for the projector there is only one ideal for them. After all, speaking aurically, when a projector deals with a reflector, the reflector is resistant. It's just not going to allow that projector to get the kind of focus that it's designed to get, it meets resistance. The projector with the manifestor, it's the same thing. The manifestor is closed, the aura is very dense, and it doesn't want to be penetrated. So, of course projectors, when they look out in the world what they see, speaking anthropomorphically for their auras, is that their auras look out there and say "Well, there's only generators," this is where it's at.

You look at this picture and you see, well, on the left, thank you very much you have a defined sacral. On the right, well, you have an open one. And you can see that there is a dilemma in this relationship as long as it's not properly understood and as long as it's not properly encouraged. That the absorption of the projector, after all it's a non-energy type and it's a huge swath of the population, you're talking about approximately 1.8 billion projectors on the planet, they've got to get their energy from somewhere.

And of course, we have a chaotic relationship between projectors and generators in the world today. It's chaotic. Of course, there is a dilemma in that the generator doesn't get enveloped in return. For the generator, because it lives in a generator world, its aura is most comfortable with its own kind. Envelopment with envelopment; fair game, you're open, I'm open. But the very focusing of the projector aura does not open it up to openness; it doesn't. It fixes its density on the other.

At the not-self level, in the way in which people do not operate correctly, for generators the projector can feel very uncomfortable, very demanding, and very needy. And at the same time very probing where there doesn't seem to be the same ability to probe back, because you can see that's not what the generator is about.

The importance of the generator/projector relationship

When I established the methodology for teaching people Human Design and you look at the LD program and the difference between a generator that's here to know itself, so the generator wants to know somewhere inside of it of itself, it needs to have the knowledge of itself. And you can see here is this open, enveloping thing. It wants to take it all in; it wants to know what it is. It is part of its frequency. And

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then you go over to the projector and the projector you can see isn't interested in its own self. Everything about the projector is its focus. It is the other that is so much more important.

It takes a great deal of wisdom and awareness to get to a place where projector and generator can come to grips with the essential value of their relationship to each other. If they're both operating correctly that makes things much easier. But it still doesn't take away the many dilemmas that are involved in their relationship: Sacral and non-sacral, energy and non-energy, open and focused. Yet, this is the grid upon which everything is built.

The end of the Cross of Planning

The whole material plane, whatever future we're going to have and remember something, we have an enormous change that is taking place right now. If you watch with a clear eye you can see the dysfunction that is beginning to enter into the institutionalized matrix that was developed 400 years ago. It is one of the things that is very important to understand that with the Cross of Planning not simply did we get our basic institutions, but we also got the factory. That's something to really grasp. The factory and the giant this and the giant that, and bigger and bigger and bigger and more people working for the same organization, this is the same way in which government has expanded during this time of the Cross of Planning. But it is coming to an end.

2027 is a marker that will have enormous impact on the way in which economies operate; enormous impact. One of the things that's clear is that as we see the breakdown of our governmental institutions to be able to provide us with the security that was their calling card—after all, the tribal mutation into the collective society that is what the last 400 years have been all about have provided certain basic things that we all take for granted. It's provided institutions that provide us with health and well-being, it provides us with educating institutions to educate our young and so forth and so on. And it provides the framework and the protection and legality of being in business. All of this is operating out governmental structures that are a part of this cycle, and they're coming to an end.

You can see it coming to an end in a number of ways, such as the advent of the technology that we're using right now. This has made it possible for beings to be able to accumulate enormous amounts of material without ever having the same kinds of numbers of employees, as an example. Individual intellectual property is already taking on an enormous part of a contribution to the gross national product all the advanced countries. And yet, we're dealing with things, for example, that this is changing the way in which we do business. It's changing the mediums of business. I operate in a virtual environment, literally in a virtual environment. There are enormous changes that are taking place and these changes, if you look at them as objectively as possible within the context of the changing of the cycle you will see that these are the expressions of this change.

In the same way that modern terrorism has made a joke out of standing armies. What good it is to have 2 ½ million soldiers that you have to finance at trillions of dollars when anybody in a bad mood can blow up your back yard? And there is nothing you can do about it because you just can't track everyone on the planet; you just can't do all of that stuff.

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As a matter of fact, the very randomness of individual potential is one of the things that is destroying the infrastructure, but that's what we're moving towards. The next cycle is about survival. And the tradition of survival on this planet with our specie is in bands, pentas, and small trustworthy, mutually reliant, mutually recognized contributors to the same goal. It's very powerful; family. And every time you look at a small business think family. Is it dysfunctional, is there authority, is anybody listening, is there growth? You have to see that this is one of the basic mechanisms and we are returning to it.

It is clear to me that the business environment as we have known it, particularly its final expansion in the last hundred years, that this is something that is going to stand the test of time, it is not. It is very, very easy for the infrastructure to fall apart overnight. All it takes is to have been a witness to what took place in New Orleans in the American South. It is a classic example. Here is a society that has spent billions of dollars on supposedly developing emergency protocols and procedures in the event of a nuclear terrorist attack, a chemical terrorist attack—a hurricane and you can see immediately that the whole promise of being the great protector and looking after you and all of that stuff, it's fading, it's crumbling. It is falling apart.

Functioning pentas will be successful

For me when I look at the work of BG5 I see that this is where the material environment of the future is going to be. This is what it's all about. If you're operating with a functional penta, if you really have a functional penta that is well-directed, then you're looking at something that is going to be very, very successful in this coming environment. It's something that's going to work.

And yet, it begins with the transition of this relationship between the generator and the projector. Wherever I go in my work, wherever I think about just dealing with the business environment and understanding what kind of direction and guidance and techniques are going to be necessary to deal with the changes in the economy. It's one of those things were for every two barrels of oil that is consumed right now there is one barrel of oil replacing it. It doesn't take a rocket scientist to figure out that something is going to happen. Eventually you're going to have dilemmas within the basic infrastructure itself. And when human beings go into survival mode, when they really dig in deep, this is the configuration that is what they're going to be dependent on.

It's so interesting to watch immigrant families. I had the good fortune to be raised in North America. Montreal was an immigrant town. It was fascinating to see them. You'd go down to the corner store one day and all of a sudden it was owned by some new immigrant culture. You would watch their ma and pa business, and the kids in the back helping out, and so forth and so on. It's the very basis upon which business is created. It's been the bedrock right from the beginning, so it's also important to see something.

I know that there are vast corporations, there's kind of that dream—wouldn't it be great to do the designs of a million people. It certainly would make you rich by breakfast. But the reality is that for me that's not what the future is about. Oh, yeah, it's very interesting, there's no question about that; but the future? The future is right here in BG5. This is what the future is all about. And these pentas functioning correctly are going to be deeply rewarding and deeply rewarding for those involved in that process. And not simply rewarding from the sense that there

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are material advantages to this knowledge, but rewarding in the sense of the way in which beings can operate together.

Of course, my underlying motivation in releasing this knowledge in the first place was that I felt this was a way to really help transform the mundane interaction where most human beings spend their lives. It's really easy, in that sense, to be able to help people operate more cleanly with each other, more correctly with each other.

[Illustration 9]

Penta auras

It's always difficult in two dimensions to try to illustrate a phenomenon that nobody can see. But here in this illustration basically what I'm trying to get across is that if you look at the three interacting auras, the moment that the third aura breaks in is the moment that the basic functions that normally exist between two auras lose power. And they lose power to the edge of their aura. What's interesting about that is that the power that they lose to the edge, that power is actually in the throat, the G center and the sacral. And that's why ultimately when you get to the outside there is this; it looks like a swirl in that sense. If you're watching this swirl and its movement this is this swirling of this aura.

Remember, it can never be stable, and that's something so important to understand about the penta. That's what makes it so interesting. So the way in which the penta operates is that it is always operating on the edges of what the communal aura is; it's always pulling that outside of the communal aura together. And in pulling that outside of the communal aura together, this is what is the key to the penta itself. And understand the G center, the throat and the sacral are the most powerful aspects of the general aura. In other words, in basic Human Design this movement is called a power column. This power source, this force between these three centers is their force that is always able to get out to the outside, if you will. It's the strongest aspects of the aura, and particularly coming out of the G center.

So, basically what happens is the moment this third aura breaks in the power column and its frequency pushes to the outside, and this pushing becomes literally a movement, it becomes a kind of whirlwind. There is no other way I can describe it but a kind of whirlwind. And this is what is creating the temporary penta aura. It also is, as close as I can come to explaining to you why the penta graph is this structure between the throat, the G center and the sacral. When you're looking the penta and you see these three centers, it's important to understand their relationship to what the aura is. They're making the contribution to the aura.

That's why when you look at somebody's penta, the fact that they have a defined head center, or whatever, that's not having any impact on the penta aura. It doesn't mean it's not there. And obviously, it emerges the moment that this whirling function breaks down. In other words, the moment that we go back into this structure, the moment that that breaks down, the moment that one of those beings is going to pull away, then the natural tendency is in the remaining two being is that their auras is going to go back to their normal function. And they're going to go back whatever the level of interaction is between the two of them.

So, the moment that you have this third element coming in, and of course a fourth and a fifth, and the changing of them in between, the moment this happens what you're dealing with is this aura on the outside. This is very significant, because

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when we're looking at individual human beings we're working towards the inside to get to the core of the being. And when you're dealing with the penta you're working on the outside. You're getting the overview because that is what the penta is. It's a kind of overview that is hooking into those throat, G and sacral components, and out of that blending them, because it is a blending, blending them into the configuration of what we call penta. It's all auras. It's all about auras.

It's about seeing how difficult it is for us consciously. A human being has enough problems trying to have any real connection to their bodies, let alone to their auras, let alone to the edge of their auras as they are enveloped. And something also to think about is that when you have a manifestor and a reflector within a penta, when they're in the penta everything is ok, because they don't mind anything that's at the edges; they don't. As a matter of fact, the reflector even likes it. And the manifestor will tolerate it. But the moment that they step out of the penta configuration their basic aura densities are going to create dilemmas. Unless, within the context of whatever the analysis is in terms of the business that's involved and the responsibilities that are there, whether or not that is something that is suitable, whether or not these are forces where it is an advantage that they have their specific kind of aura.

Penta containment is important

But it's really important to see the way in which this whole penta aura operates, it's all on the outside, it's swirling it altogether and that outside, that density is populated by what is derived from the power column itself. Basically, what you're getting is you're getting a kind of synthesized monopole for the whole. It's a kind of gravitational pull in which as the three and then four and then five you've got this movement of going around and around and around and it's creating a kind of density of its own. The longer you keep people together in a penta the more dynamic they become. In other words, the longer physically they're in a penta, because again understand how fragile maintaining a penta aura actually is.

I think about, for example, my family penta and right now I live in a full penta with my wife and my three children. The thing about this penta is that maybe, and on school days, it's possible that for a half an hour we're all together at the dinner table at one time. But, the rest of the time that penta is a very fragile thing. Some times there are three, sometimes there's two twos and a one, sometimes there are three ones and a two, and sometimes it's all ones, if you know what I mean. In other words, the thing to understand about our work is that the office, or the place of business, it is essential to some degree that it is a place of confinement. Think about that, that's quite interesting, too; contemplate. In other words, in order for the penta to become dynamic that containment of the penta is essential.

When Peter and I were first exploring and investigating with some samples that we worked with, there were people who rarely were in each other's auras, communicated to each other by email or whatever. What you see in things like that is that it's very, very difficult to create a penta dynamic, which means that it's very difficult to give the right direction to everyone. One of the things that I have learned from this process in going deeper and deeper into my own understanding of the way in which the aura configuration operates is to recognize that containment is essential. In other words, you need to be able to hold at least the base of the penta, that is, three beings. You need to be able to hold that together consistently in order to be able to build the right dynamic.

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You can see why. It's all on the edge; it's very ephemeral, in that sense. It really is why, for example, it's so difficult for dysfunctional families to operate properly. The advantage that we will have in BG5 is that we will be able to work with what are basically containment environments. In other words, everybody comes into the office together. And one of the keys to the penta is that we're going to see that our success in being able to provide valued analysis is to make sure that it is clear that any penta operation is going to require at least for somewhere between 60 and 70 percent of the time that a minimum of three members of the penta are operating together within auric connection. This is essential. Again, it's about understanding the nature of the aura. The moment that you see the way this aura works you have to begin to recognize that containment is one of the most important things we talk about.

Conditioning the penta

My advice, for example, to somebody having a reading is always to remind them that they should sleep alone and sleep in their own aura. Everything about individuation is about the integrity of one's aura. Everything about business success is about the homogenization of the aura through the theme of the penta. We're not talking about awakeness here; we're talking about being successful in the material world. And of course, our whole approach to the way in which we look at designs and their potential changes, because we're not looking to the unique individuated purpose, we're looking at the capacity to be able to melt into what is a larger whole. And if the larger whole is operating correctly it's able to produce much more than its component parts. And this is one of the things that is so exciting about the work.

I'm a 5th line personality and deep within that principle is the principle of conditioning and being conditioned, of seduction and seducing and how important it is that you understand that we are entering into what is in many ways diametrically opposed to the Human Design process. In other words, we are entering into the business of conditioning people. That's something to understand. Of course, we can pat ourselves on our back and say that we're doing it with the best intentions and that we're being a delight, but in fact it's really important to understand that. This is a business application of knowledge that I never included in Human Design. It's what makes it truly unique. Because I understood from the beginning, like those people who wanted to run dating agencies using Human Design knowledge. I had somebody who actually bought a license and I eventually got him to give it up because I realized it would be difficult for me to live with that. It's so easy to pair people together who don't belong together. That's so easy to do in Design. But of course, it's not the right thing to do.

But here within this context there is one thing that I understand and I understand deeply. I am somebody who has had the privilege of giving up the material life and having survived for seven years without money, I understand what it is to be in a world in which there is such poor material understanding and there is such a poor level of the sharing of the potential of the material wealth. I don't think there is anything more important for me when I look out in the world than understanding how painful it is for any parent of any child to not be able to provide for them, for human beings not to be able to have the work that they deserve that literally they have a right to.

So, for me the conditioning that is here in BG5, the understanding that this is conditioning, this is bringing beings together within a penta configuration that has a specific direction. And once you bring these beings into this penta configuration

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correctly, they will follow the line of that penta, wherever that line may lead, that this is a conditioning process. But it is a conditioning process for the material benefit for all of those that are involved.

BG5: A technique for improving the bottom line

The goal of BG5 is not to awaken anyone. It's to give them a better bottom line. And that better bottom line will bring a release of pressure that can help many, many people who are only absorbed on the mundane plane to take a step further. After all, you will come in the door with a bit of magic in your pocket. You are going to enter into a world where there is knowledge that you have that can be enormously revelatory for beings even at the simplest level.

But you cannot forget something; the goal here is to provide small businesses with a reliable, practical technique for improving their bottom line. We need to see that in order to be able to do that that this aura that exists, and whether that aura is the 3, the 4, the 5 or any of the combinations of the 3 that in our understanding of the nature of that aura, in our understanding of the nature of the penta to be able to help these beings to achieve that. For me, that's something that is very exciting.

The other thing, the final thing before I open up the question and answer period, I want to thank all of you personally for myself and behalf of Peter I know that you are making a considerable investment and that is always something that always strikes me as beings that are ready to do this. I just want to let you know that I deeply respect that. And I will do the best that I can as a teacher to provide you with the tools and the knowledge you need to make this rewarding for you so that not only do you have a return on your investment, but you have the privilege that comes with knowing that you did the right thing in the first place. And I think that's very important in entering into this program. It is my goal, and I will continue to do this program for a long time. This is a very important work that has to be done. And you are the first generation that is involved in this process. In that, you make it possible for me to be able to do this work and to be able to get this work out there into the world. Again, thanks.

Lesson Two September 23, 2005

The Nature of the Penta

We're going to have quite an adventure tonight; I think at least, that you're going to have quite an adventure tonight. The theme of today's lecture is the Penta. Not the Penta graph, but the Penta, the thing itself. It's an interesting process for me because so much of the way in which I operate as a teacher is that I am stimulated by images. The most important work that I do in preparing for any kind of lecture are the images that I prepare because they act as the foundation, if you will, for where I'm going to go in my descriptive process.

I did not expect in my lifetime, truly, because I realized very early in my professional process that it was going to take an enormous amount of time and effort to establish just basic Human Design on the surface. I didn't really see this knowledge as something that I was going to even have the time to work with. The opportunity changed when Peter showed up in my life. Yet, even in my work with Peter it was

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necessary for me to frame the knowledge that I had in ways that were both different linguistically and graphically. Yet, at the same time have some kind of a connection between them and the knowledge foundation, which was Human Design.

[Illustration]

The Original Design of the Penta Graph

The Penta graph that you're looking at I constructed that Penta graph in that way because this is not the way it was shown to me, and that's part of our adventure tonight, I'm going to take you into what was the original design of the Penta so perhaps it will give you a much more profound understanding of it and please recognize that at this level understanding it you will have a much better grasp of how to analyze this graph.

This graph is a convenient construct. There are a lot of things that are very misleading about it. For example, that yellow area is not a G Center. We have a sense of it being that in the sense that we're translating this image from the body graph. But a Penta is not a slice of a human, in that sense. In the same way that I always wanted to create some kind of silhouette for the various designs of forms because to put a chicken's Design inside of a Rave's triangle is not really what it's all about. And putting this kind of cutout of the body graph into this construct, this is a mechanism. You will see that this mechanism, the graphic itself simply allows you to be able to do very easy extrapolation from people's Designs into the construct. So, it's very easy to look at.

It was interesting for me because I was very much aware of manipulating this graphic in the first place, and in doing so to make it more accessible. Yet, I immediately ran into a problem, what was a serious problem. And it made it very difficult for people taking in, on the very first attempts to teach BG5, to really take in the circuitry or the way in which the energy process works within the Penta itself.

[Illustration]

Now, in this illustration you can see the way in which it's easier to demonstrate, if you will, the way the energy flows. If you look over to the Penta graph on the left, the one that's just the standard logo there, what you really see is what was misleading in a way, is the assumption that when you're looking at what we think of as let's say the 15th gate or the 46th gate, that there is an assumption that those gates are in that G Center because that's the way we see them in terms of a human's Design; but this is not a human. It's not a human at all.

So the first dilemma was to explain that that energy of let's say the 15 or the 46 rather than that energy ever having a potential to move upward, it only has a potential to move downward. So here I've just taken away that connection from the G by truncating those two outside bottom channels. And in that sense you begin to see the flow mechanism. In other words, you've got this energy that's pushing downward, if you will, from the 15, downward from the 46 and then coming up through the agency of the 14th gate.

This configuration and the configuration to the left of it, the one that we use in the actual Penta graph, both of these configurations are simply a graphic way to make analysis easier because the moment that I had to contemplate creating the graphics so that Peter and I could begin our process it was necessary for me to convert the original graphic. Up until this time nobody actually, other than Sara this afternoon,

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nobody actually has ever seen this thing other than me, sort of, but that's a bit of a guessing game, and a little bit of a mystery.

[Illustration]

The Configuration of a Penta

So let me show you what I'm talking about. I'd like to introduce you to a Penta. Obviously, that looks rather different, doesn't it? When I was given the Design of forms instruction, the Design of forms began with the Penta, because it is the Penta through which everything, in the way in which consciousness operates, it all operates through the agency of Pentas. Everything does in terms of the way in which life works for human beings. When I was first given this it was actually just a thin line, the making of a cross and line through it, and a partial line through it and a dot. This is the actual configuration, if you will, of what a Penta is.

You can see some very unusual things about the configuration itself. In other words, if you look very carefully you will see that below the 14, that is the 14th gate, its relationship with the 5th gate and the 29th gate. Now, we see the 5th gate and the 29th gate as gates that point upward. And of course, that remains the consistent image when you look at the actual Penta graph that we're going to use. In other words, there is this illusion that it's moving upwards. But in fact, it is not, in that sense, it is in fact moving upwards but it's moving upwards towards the 14, in a sense. Not so much even that, because I will explain to you all the various levels of what these things mean.

But you can see that the 15 and the 46 have no relationship to what is a pure G Center that you can see in the middle of the Penta. That is, the configuration of the 1, the 2, the 7, and the 13, the Sphinx. And you can see that relationship moving upward from the 14 to the 2, that connection between the 14/2 opening up into what is the Sphinx. But you don't see the presence of the 15 or the 46, which we normally think of as G gates. But here they're far separated from that.

We're not talking about something that has gates, in that sense, we really aren't. I mean, not in the sense that—how can I describe that? There are no real centers here; there are no real gates here because the Penta is an auric field. It is an aura mechanism. So, in order to give you a sense of what this actual Penta is really about I have broken this down for you and we're going to lay it out and this is what is going to be our subject.

[Illustration]

I give you a moment just to look at this thing. It's always nice to know that you're amongst those who see something for the very first time, because it's an extraordinary thing. It's also important for you; after all, you need to have a sense of Penta. It's not just enough to have some kind of intellectual, analytical skill. We're going to get very, very mundane in this course starting next week. And I really want to make sure that the statistics and this and that that we're going to looking at and the different ways in which we can analyze and engineer that you don't forget what we're dealing with. And you grasp deep underneath information that nobody else has about this configuration, information that is worthy of what your investment is; in other words, to really be able to understand the mechanism as a deep level. And with your own creativity and time, to be able to see how you can apply your deeper understanding of what the Penta is, to what you're actually going to see in the configurations that you're going to work with. The configurations that you work with within the Penta graph itself.

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The Penta Vortex

Let's begin here with the Penta vortex. The Penta vortex is really the core. Though it is the place to begin because it is the central mechanism, you can't get there without the magnetic field. If you look to the lower left, and remember that when you're looking to the lower left, what you're actually looking at is the 15th gate, at least our understanding, the number is the same, let's put it that way. Let's think about that 15th gate for a moment. If you think about the 15/5, it's universal to all forms of life.

If you remember from our class last week, I showed you the way in which the Penta takes the edges of the auras and whirls them, in a sense, together. This is something that's very important. A Penta is not something that is stationary. Think about that. A Penta actually has a rotation, and it's a rotation that is counterclockwise. So the Penta is never still in that sense. It is a rotation.

Think about the way the Penta creates itself. You have two people that are in a partnership, there's no Penta. There is only a back-and-forth. The moment that you have a three you have a potential for this turning or pulling movement. The moment that three auras merge together, two things happen. One is that a vortex emerges, and I'll talk about that in a moment, and the second thing is that the magnetic field begins to pull. And it's tugging, because tugging is actually a better word, at the edges of the three or four or five auras. As it tugs at those edges, it pulls them and the natural movement, looking at this image—I didn't spend the time, it would have been interesting to animate it for you—is to literally see that this whole thing is moving around its vortex.

Remember, it's not solid. It's sort of like these hurricane images, it's very much in the news these days, these wonderful satellite images of these hurricanes with an eye in the center, and this spreading energy field around it. That's basically what you're looking at when you're looking at a Penta, if you could look at a Penta. There is this vortex, this eye, and this vortex is being fed by this magnetic pull.

Of course, what do we know about the 15/5? From simple Human Design what we know is that not only is this the channel of Rhythm, but this is the channel of being in the flow. This is a universal life program. There's something else that many of you know in terms of discussions about the G Center and the various gates of the G Center, is that the 15th gate is associated with magnetism, and a particular magnetic quality out of the Monopole.

So, the interesting thing here that you're looking at with the Penta, and again remember that the Penta emerges from the life force of the others, it emerges from their auric field. So, the moment that you have the three there is the vortex. All that vortex represents is that it represents the middle of a triangle, if you wanted to draw that graphically. And as you'll see, the Penta vortex is very interesting because it is the middle of a triangle that's in the middle of a square. I'll get to that in a moment.

The magnetic field is very important. When we get to talk about this within the business context, you're going to begin to see the importance of this hanging, if you will, 15. That you can see that and understand that even though you're going to be looking at an image in which it is standing upright, for you to understand that this is what is pulling in the necessary energy to maintain the Penta. That's a very, very

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significant role. And of course, we're going to be able to translate that into the business keynotes that we have that are associated with these various gates.

[Illustration]

Let me go back for a moment to the previous illustration. If you look at this illustration you can see the Sphinx gates. There's the 2, and above the 2 is the 1, and then on either side is the 7 and the 13. The 2 and the 14 are very, very close together. In other words, much closer together than one would think of if one was looking at a Human Design. We're not. What you really have is if you could see it, what you would see is that the diamond shape that the Sphinx configuration meets that the point of that diamond penetrates the square where the 14 sits as the main theme of the Sacral.

It's very important to understand that this vortex that I'm speaking of is a combination, if you will, of the G Center and the Sacral because we're not talking about centers. The thing that makes this entity so interesting is that there is no center. There are places within its swirling where there are instruments that have impact, but they are the gathering of the frequency of the others.

So when you're looking at the center of this Penta what this vortex is, is that it's pulling the auric quality of the G and the Sacral. But because they're not separate things, they're simply two different frequencies, they're being melded together like two voices singing a song, they're melded together into this center. So you have this pulling into the center, but it's a pulling of this combination of Sacral energy and G, being pulled together into that vortex. Now, that automatically happens the moment you have three people. What doesn't necessarily happen is that there is enough magnetic pull to maintain an aura, and to maintain a stable aura. We'll talk about stability in a moment.

Two Kinds of Pentas

What's very interesting is to look diagonally across, so if you look at where it says "magnetic field" and you look up to the right you will see "experience retention" what we would call the 33rd gate. One of the things to see is that there is a basic polarity that exists between these opposite positions that are very important. Remember something about Penta. Penta is not intended to be dysfunctional. In other words, that the perfection of Penta, you want to talk about an awake Penta, the perfection of Penta is when every single aspect is activated. That's why we have two kinds of work in the knowledge of Penta. That is, we have Family Practice, which has to do with natural dysfunctional Pentas, which is the vast majority of the cases; and we have BG5 which is about engineering perfected Pentas. That's an enormous difference. It's the day and the night.

The Penta is an Aura

So, here when you're looking across at these angles these are very important relationships to each other. But what I want to focus on first is that when you're looking at the three aspects at the top of the Penta, that is, from the left to the right you're looking at these three gates in the Throat Center that we refer to as the 31, the 8, and the 33. What's very important to see is that this is not a Throat Center, in the same way that we weren't dealing with a G Center or a Sacral.

What we're dealing with is like—let's imagine that every ring of Saturn carried a different information pool. Basically this swirling kind of hurricane is carrying

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information that it's pulling off from the collected auras that are there within the Penta. And what you're pulling here in these three different places is that you're pulling three different kinds of thyroid frequencies. They're thyroid frequencies. They're not specifically Throat. The Penta, in and of itself, does not speak, it's an aura. It's a magical creature. This is the mechanism that keeps everything operating. This is the mechanism that holds every single life together. It is a mechanism that nobody can see.

The Penta is here to be recognized

So, on one side there is this very, very interesting relationship that exists in the crossing of the fields. So, for example, this magnetic field is very important in terms of what it can result in which is experience retention. Everything about the Penta is that the Penta is here to be recognized; everything about the Penta. And the Penta will go along with any established pattern that it is guided to as long as it will be recognized for that. And for the penta to be recognized, that is its Holy Grail.

The Aura Stabilizer

If you go to the opposite and you go to the lower right hand, you go to what would be the 46th gate and you get to the "aura stabilizer." So think about what we have. We have the 15th gate which in the Vessel of Love is the love of humanity. We have this 15th gate that taps into the aura field and starts tugging it along in order to create and maintain the magnetism necessary to drive the Penta, to create it, in that sense. It's created out of nothing. It's created out the merging of auras. This is the grandest of all illusions, which is what I love about it, because it's perfect. It's absolutely perfect the way in which it operates.

So, in order for the aura to be maintained, aura stabilization is necessary. Now, what's interesting about the 46 is that this is the great gate of the body. And basically what this does is that it gives not so much a form to the Penta, but it gives it a way in which it can last longer. It's difficult to express that. For example, you see that in families sometimes. With some families it's very easy for them to split up at a very early age—children leaving early. Other families it takes much longer. It has to do with the amount of aura stabilizer that is there.

It's something interesting to think about, for example, if you've got a group of salespeople and you've got very strong aura stabilization, they don't get out of the office to go and make their pitch. Now, if you have salesmen that have to stay in the office and use the telephones it's great to have an aura stabilizer because it holds the aura together.

In other words, I want you to see that despite what may be the perception that this can be interpreted as very mystical, it really, really isn't. It's why I want you to have this knowledge. It's really very basic stuff. It gives you an underlying understanding of the mechanisms that we're going to look at in language that is intended to operate at a mundane level. You need to know at a deeper level how this is operating. So, the aura stabilization is something that's very important.

Pattern Fixing

On the other side, the polarity to it, the upper left, what you have is "pattern fixing." What we're going to see about pattern fixing is that it is one of the three ways in which the Penta tries to gain recognition. As much as I marvel at this whole construct there is something about Pentas that I know that sometimes makes me feel very uncomfortable about them. Pentas are really obedient. It's something

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interesting about them. When you have a Penta and it is properly constructed and it's functional and everyone within that Penta is operating within the illusion of their purpose, in other words, they've got a job and they're trying to do something, as long as that penta is correct that an alpha guiding that Penta will have full and complete cooperation. Because that Penta, properly stabilized with the right flow of energy, is a Penta will want to demonstrate over and over and over again that it is worthy of recognition. This is really something. So we end up in homogenized societies because Pentas don't want to stand out. They want to fit in; they want to be like everything else. It's quite a thing.

So we have these two crosses in a sense, an X, if you will, better than the word cross, it's an X that's there that's very important to grasp. Again, I want you to see that you're going to have to feel this underneath because you're going to spend the rest of your career with this knowledge dealing with the simplified graphic that we are going to use for the public because it makes it easier, and it makes it easier for them. And it makes it easier for you to be able to interpret this.

Here in this configuration there are no gates, there is no real separation, in a sense, between so many of the things that we need to separate analytically in order to be able to analyze them, and in order to be able to read where there is dysfunction. But it's important to understand how this mechanism is operating. So, what happens if there is not enough tug from the magnetic field? No matter how much there is aura stabilization sooner or later that Penta is going to break down.

The Penta breaking down simply means that if there are three people, one of them leaves. If there are four people, two of them go off together leaving the two behind, so forth and so on. In other words, we're going to be able to look at configurations and be able to understand something very, very important for the business environment. You can begin to see right away that if you're in a business environment and you don't have a 15/5, as an example, and again I haven't talked about the way in which you need to understand the Penta graph as a force, this vortex as we translate as you'll see later today, this vortex is very much dependant on a single Sacral force, in that sense.

So, in doing the analysis of any young ma and pa business, a partnership that's just started, the typical partners and a secretary, this kind of thing that is so common that what you're really looking at here is that you'll be able to tell right away whether this is a grouping that can hold together, whether it is stable or not, whether it's pulling enough energy to maintain its vitality. And then whether or not it's going to be able to demonstrate that it's viable. If you open a business the demonstration is that you stay in business, not that you get an award. It demonstrates that this is the mundane drive, in that sense.

One of the things that we're going to see so deeply about the nature of the Penta is that this is the most material of all configurations and isn't that hilarious. Think about the irony in that. Here you have something that actually has no discernable form principle whatsoever in the sense of you don't see it, it's not concretized in that sense. Yet, its whole thing is form. And what does it manipulate in order to achieve that goal? Guess what! It's us, who are embodiments of the form principle.

There is this, let's call it an auric conspiracy, I like that, that is sucking up our auras and blending it with others and we are being all moved by that. Most human beings

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are unaware of that, truly unaware of that. They really do think that it's all up to them and they're all alone.

So, here we're dealing with the vortex, and out of the vortex you can see that there is this whole crossing, if you will, this Xing. Then there is something else. This is the relationship that exists between what is the 8th gate and what is no gate at all. You can see that that no gate is not in the Penta graph to the left; and when I say "no gate," just the fact that it's a circle.

One of the ways to imagine this is to realize that you could fold it in the middle and bring everything together. But, just like hexagrams that are polarities to each other that you could fold and place on top of each other, they are mirrors to each other. So they're very important mirrors that are at work here. The pattern fixing mirror to the aura stabilization; the magnetic field to the experience retention, these are all mirrors. And the center is just a vortex.

The Alpha Lock

Then you have this further line. That is, this line that goes from the alpha key, what we know of as the 8th gate, going down to the alpha lock. In our work at the mundane business level of this knowledge it's something to understand about the nature of small business analysis and to understand it right away that any small business that goes beyond four people can't simply stay a Penta, it's simply not possible. Four people is stable. And you can have a stable four person small business be very successful.

But the moment that they bring that fifth person, that's the moment that the alpha lock opens up. And the thing about the alpha lock is that Pentas are intended to be guided by alphas. More than that, once a Penta has reached five, it is not looking for a six; it's looking for another Penta. And as you will see, ultimately the fulfillment of the process is that you end up with three pentas and one alpha and you have what is called Wa. This is the largest of the transpersonal auras, but it is not a grand aura.

People think that, well, they just don't know because it hasn't really been taught to them, there is the assumption that the Wa, which is the largest of the transpersonal auras, is some kind of unique design like this Penta. It isn't at all. If you could put three of these images one on top of the other with each of the alpha locks hooking into the alpha key, if you lock three of these Pentas together you would be left over with alpha spot. In other words, that's how you get to a Wa. The ultimate aura to grasp is the Penta; nothing more, nothing less.

You'll see that all configurations, including genetic pools and racial lines and all of these things, all of this is rooted in Pentas. And ultimately, when you have five Wa's you have a Penta that is created that manages all five of the 16 and there is an alpha that manages the one, and so forth and so on, until you get to organizations that can have tens of thousands of people that are all organized, literally, in this way. The Penta is the foundation of understanding not what it means to develop one's consciousness in the unique isolation of our personal configuration, but to understand how humanity and consciousness as a whole is organized, because that's what we're looking at.

The other thing is that to be able to construct engineer Pentas that are truly functional their potential is enormous because they have advantages that normally don't exist. For me, this is the revolution; this is the whole thing about introducing a

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mutation to the way in which human beings are organized. And not by changing the methodology of the organization, but simply by recognizing what is the natural organizing force which is this Penta process and to see how this natural organizing force can be engineered so that it operates at perfection, and that's basically what it's about.

So, the alpha key and the alpha lock are very, very important. Basically, what you're looking at in the 8th gate is that this is the primary demonstration focus. This is the deep need not simply to be recognized, but to be recognized by a worthy eye. This is the direct link here in the alpha key, the direct link between the potential of any Penta to be connected to an alpha that is going to guide it.

On the other end we have this alpha lock, because the alpha is not present. So, basically, what you're looking at there is that you can see one Design, if you will, that acts as the alpha to a Penta. It's very, very interesting the way in which that works. And it's one of the main themes that we're going to be dealing with.

So here is our configuration. We have this central locking process, the need not simply to function and not simply to exist, but the need, in fact, to impress somebody else. The thing that's so interesting about the Penta is that it seeks to impress not another Penta, it simply doesn't stand out against other Pentas; it is there to impress a single being. It's very interesting the way all that works. Now, that single being is an illusion because ultimately they are in another Penta.

Pentas are Amorphous

The other thing, and the most difficult thing for almost anyone to grasp, is how amorphous this thing is. Again, we're looking at this thing, we're calling it a Penta, it is an auric field that is layered, and it's moving. So it is like those hurricane images, it's rotating counterclockwise. And if you have three beings and one walks away, the whole thing collapses. If you have four and one walks away it's still rotating, but it may be different. It may be losing its power. In other words, it may be a situation where let's say that the fourth person is somebody who is responsible for keeping the aura stabilized. In other words, they're a strong 46 presence. If they're the one that gets out then the aura begins to have problems and it may begin to break down and one of the remaining three might go out and do something.

In other words, what you're looking at is that in your analysis you're going to be able to read phenomena that individuals bring that does not match their job qualifications or their duties. And this is one of the extraordinary dilemmas that we have because we have to deal with a transformation of consciousness and the way business and the value of people is understood.

The Complexity of Engineering

Let's take the example that you've got a very dynamic small office. Let's say that you have four people in the office and one of them is the one that is actually replaceable. Of course, you're always going to have this in small businesses. You have wherever the inspiration is or wherever the money is. And then you have forces that normally are hired, unusually one person that is given tasks that are necessary to hold the basic process of whatever the enterprise is together. These people are normally replaceable. They earn less money than the other members of that particular Penta. And yet, they may carry the aspects that are absolutely essential to the health and well-being of the way in which that Penta operates.

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It's really something to keep in mind. We have a complex task when it comes to engineering. When it comes to engineering one of the things that we are really looking to do so that we do not have deep dilemmas within our organizations that we work with is that we engineer so that the value of the individual relative to the way in which they're perceived through their relationship in their work with others that they're bringing a similar value in terms of what they bring to the way in which the Penta functions. Of course, you can end up discovering, and you will, you will discover extraordinary situations because we tend to think that when you only have these 12 possibilities to activate you think that you have three or four people, and boom, you're going to have it. And of course, it's not the case.

Dysfunction in a Penta

Dysfunction in a Penta is the worse possible thing, because the moment you have dysfunction, and again when I say dysfunction what I mean is that there is one or more aspects that are not activated. The moment that you have dysfunction all of the attention of the Penta is focused on the dysfunction. It's something to understand that when you look at organizations you're going to discover situations where the people that have invested the most bring the least. It's so interesting, all of these things.

I want you to be prepared to see this as an engineer rather than as a social scientist, because the value of people—I can remember going through some test runs with companies that were kind enough to volunteer and how interesting it was to see the way in which Pentas were disproportionately controlled by certain people, and the dilemma of that. Because the moment that you see them in their work that what they're doing at the surface is not effective or valuable or it isn't returning the investment that is being made in them, at the same time if you pull them out the whole Penta will collapse and you will have enormous dysfunction.

So, it becomes very interesting to understand that we have a complexity here, a duality, the duality of the value within the context of the Penta which is absolutely essential for it to be a success. And yet, at the same time the recognition that individuals are bringing these aspects and that it isn't always going to be that the most important person is the most important person, if you know what I mean. And that's interesting.

Begin with Groups of Three

It's interesting to contemplate because you need to have a very clean philosophical approach when you do this work. And you have to be very clear that the way in which you present this knowledge that it is understood that you need to find two things in people. It's why, for example, that my basic recommendation when all of you go through this process and you go out into the world and you bring this knowledge that the best groups to start with are groups that have three people. This is the best small business to start with. And the reason that I say that is that it will give you the necessary control to do proper engineering, to compensate for what is the natural dysfunction of those people coming together to form a business is in the first place.

From just strictly a Human Design level, understand that human beings do not operate correctly, they make decisions out of the not-self mind, and the not-self mind decides that it's going to go into business with the other not-self mind that decides that it's going to go — you have to see that there is all that illusion at work. You're going to be able to see right away, particularly when you have the limitation

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of let's say three beings, the beginning of the Penta process, it gives you two places you can fill in that Penta. It gives you the opportunity to bring both the combination of necessary skills, but also the underlying requirements in order to make that Penta functional. You can see from this illustration of the true nature of the Penta that if you take away any of these, particularly when you're looking at the lower part of this, you're immediately going to have serious problems in any kind of Penta. So you need to be able to see that you've got room to be able to do the engineering.

The worst situation is to end up in a situation where you go into a place where they have five or four. Now, four is a give or take, because it will depend on whether or not they form a functional Penta or not. But the moment that you have five and you have problems, it means that somebody has to be replaced. And of course, that also changes the burden that you have to deal with.

The Importance of Being Clear

It also means that you have to be very clear about things. Let's take an example of a grouping of five and you have somebody who doesn't bring anything to the Penta. There are a lot of people who don't bring anything to a Penta. In not bringing anything to a Penta they don't add any weight, in that sense. Now, you may have a Penta that is dysfunctional. You've got five people, let's say you have two open gates, quite common as you will discover. We have a problem. Unless you can activate those gates, unless you can reengineer the Penta you're always going to have the dysfunction.

Think about what it means when you don't have an activated magnetic field. Remember what that magnetic field is doing. It is pulling in the necessary energy to maintain the power of the vortex to hold the Penta together, to turn the Penta cloud, if you will. Translate that into dollars and cents. If you have dysfunction in the magnetic field it means that your business is always going to be looking for where the next resources are going to come from. And always be concerned about not so much where they're going to come from, as when they'll come, timing problems with having money arrive at the right time to cover expenses and costs, starts and stops. You want to do an advertising program you can't, all these kinds of things.

In a situation like that somebody has to go, and the person that's natural to go is the person who brings nothing to the Penta. But they may be terrific in their job, and you've got a dilemma. This is where the engineering comes up against basic presentation stuff. It's so important that when this knowledge is presented to the client that they absolutely understand what you're doing. What I mean by that is that where it is their responsibility as the employer/owner, that it's their responsibility to find an array of people that have the specific talents that are necessary, but it's our responsibility in not judging their talent, but in seeing what their contribution is to the Penta and whether or not that is going to make the difference.

That's quite cut and dry, and cold. Yet, this is the difference between the analysis and the engineering. And it's why I recommend that the three or the four that's functional, this is where you're going to have the most latitude to really be able to create the perfected Penta, which frankly is the thing that I'm most interested in because I know that the moment that you create a functional Penta that's properly directed you're going to have success. Not only success at the bottom line, which of course is what the business is interested in. But, also something else very important, if it's all there, you have the flow, you have the stabilization. In other

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words, you have the basic elements that are necessary in order for that Penta to continue its process and to be ultimately successful in its process.

Functionality is most important

Functionality is like strategy, it is simple, it is brilliant; but, it often is so simple that it's a little bit mind-boggling. Think about it. All you need to do is have every single one those 12 gates activated by the Penta, have all of the beings that are in that Penta clear about what their responsibilities and duties are within the work realm and be properly directed. Out of that you get success; period. It doesn't matter whether the people individually are great, excellent, mediocre, or passable, it won't make much of a difference to the end result because the Penta is a whole that's larger than the sum of its parts. But the Penta is only going to operate efficiently and successfully on the basis of functionality. The functionality has to be there.

[Illustration]

Vortex is built in the 14

I'd like to take you back now to this graph so that you can look at the numbers again. Where I would really like you to look is to look at what we haven't really discussed. That is, in discussing the vortex, basically the vortex is this relationship that exists between the 1, the 2, the 7 and the 13 with the 14. You can see that, in that sense, that if you're looking at the nature of the Penta that the real center of the Penta is the 14, and to a lesser extent, the 2. In other words, this is really where the vortex is built. In a way, the way you can see it if you think about the body graph, is that if you look at where the 2 is in a Human Design body graph at the bottom of the lower triangle of the G Center, that 2 has penetrated into where the 14 sits. In fact, they're very close to literally sitting on top of each other, in that sense. I just separate them here graphically so that you can see that relationship that they have with each other.

The Sphinx in Great Measure

You can also see that there is a special relationship that exists between the 5 and the 7, the 13 and the 29. But that is really going into the subtleties of this form. What I really want to focus on right on is this center, if you will. You can see that I just title it in a way that is easier to grasp. That is, "The Sphinx in Great Measure." Of course, what we're dealing with here is that when we're looking at the Penta we're looking at the Sphinx gates, and we are not looking at the Vessel. We've already seen that what we consider to be Vessel gates aren't having anything to do with, in that sense, that kind of G process. They're very connected to what is their intrinsic process rather than representing the way in which the center operates.

It's very important to see that the Sphinx gates are all about direction. Not only are they about the direction but they divide the wheel into different parts, and so forth and so on. When you're looking at that you can begin to sort of grasp this way in which the Penta is operating in the sense that this is all about movement. The Penta itself is always moving; it has its rotation. Not only that, but everything in its process is the fulfillment of direction. You can see that so clearly because there is no Monopole. Again, one of the things to understand about the Penta is that it is this auric field, and it is an auric field that takes on this quality of the whole being greater than the sum of its parts.

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Within the context of this aura field, the aura is only pulling on the Sphinx aspects. In other words, what it's pulling out of each and every one of us is our specific direction and not our personal direction. It has nothing to do with humanity and the body and behavior and the spirit, the things that are part of the Vessel. You can see that the 15 and the 46 are disconnected, are disengaged from any kind of relationship to that. Again, this is not a form that gets imprinted as a birth. It's a different life form than anything that we have ever been able to understand. It is an illusionary form; it's this grand illusionary form. And all of it is rooted in this Sphinx potential, this direction potential.

The 2/14 is Instrumental in a Penta

But the key, the very basis of functionality in a Penta—and remember that all gates are created equal, but some are more equal than others. I guess that's a cute joke, but it's true. All activations are necessary in order to make a Penta functional. However, if you're going to have dysfunction the one place you do not want dysfunction is in the 2/14, and particularly in the 14, because the 14 has to do with the way in which the energy potential for the direction of the Penta is going to exist. And the 14 is absolutely instrumental. You can see much more in this configuration because obviously when you look at it in the Penta graph to the left then you see right away that it looks like it's standing on equal ground with the 5 and the 29. In fact, it's not at all standing on equal ground with them.

We return again to this illustration you can see that the 5 and the 29 are to the same degree outside of the core of the vortex as the 7 and the 13 is. They're simply part of that. But they're part of that in a very different way. In other words, when you're really looking at the Penta you're seeing just as we saw in this illustration, you're seeing the energy being pushed downward. In other words, it's all truly being pushed downward. And when we flip that around what that really means is that all this energy is coming up into, it's all being pushed up into or toward the 14. This is the way to really see it. All the energy is being pushed towards the vortex.

So, when you're inside of that, because you don't see the number detail there, that when you're inside of it and you see the positioning of the 5 and the 29 you can see that what they're doing is that they are energized from what's being pushed towards them. That's very, very important to see. In other words, all the energy is moving towards the 14. Whether it's going to 15/5 to the 14, the same way we see it in the Penta graph to the left, but this is a way in which you can clearly see the way the energy is flowing. It's very important to understand that it's all moving to that central focus, and that central focus is the 2/14, and the 2/14 is at the very, very heart of the Wa. In other words, it is the very heart of the organizing principle. We call it OC16 because the OC stands for Organizing Channels, and there are 16 of the, 16 Organizing Channels, with subsidiary activations.

The whole thing to see about these organizing channels is at the very, very core of every Penta is the Primary Organizing Channel and that's the 2/14. This is the vortex. Without the vortex you're always going to have dilemmas. The 14 is the key to the energy system. Think about what we've just been looking at, if you're looking at this energy system, again we're going back into the Penta vortex, but let's say we're just looking at the 14th gate in that vortex, if you're looking at that you can see that first it's got to deal with what the magnetic field is pulling in, and at the same time it has to stabilize that field. These are the two things that are moving upwards. And each one brings with them generated energy.

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I was talking about the fact that in terms of being able to have a viable Penta how important it is to have all of this functionality. But you really have to see that there are certain aspects when they are missing that cause disproportionate problems. Most businesses, if this is not understood, fall apart for a lack of 14 or a lack of the 2.

I can use myself as an example. I'm very weak as a Penta being. I have never been successful operating within a Penta. By my very Design I am very much a lone wolf, in that sense. And yet, I have quite a large payroll and have very many people that I operate with in my process, but not consistently at all within my aura. I'm almost never in a business context in a Penta, almost never, it is so rare; most of the time I reduce any kind of auric business to a partnership where I maintain my capacity.

But, in fact, there is no way that I could run my business through Pentas. The only way I could operate my business is to network it because the moment I step into a Penta I have a problem—no 14. So, if you look at my partnerships over the years so many of the people that I work with, so many of the people that I'm associated with they have the 14th gate. And at a partnership level it brings the energy that all 14th gates bring, regardless of whether you're looking at it at a personal level or you're looking at it at a Penta level.

But it's essential to see that these two aspects, the 2/14, which is really the heart and soul of this graph. And again, when you're looking at the Penta graph to the left you don't get that immediate impression. Just as well, anyway. But, it's something for you to really understand that the center of this being is this relationship between the 2 and the 14. If the 2 is missing then the Sphinx is unlocked. In other words, when the 2 is missing there is no clear way for the capacity to demonstrate, to be recognized, can go ahead successfully. In other words, there is no vision and there is no true direction. So, when you're dealing with the 2/14 it has to be there. If you walk into a Penta and you've got three people and there is either a 2 missing or a 14 missing, you can change that organization overnight by simply bringing in that aspect.

It was interesting, just as a sidebar, but it's relevant, last January I brought together a group of musicians to do a recording session. As I would do with any group of beings I did a Penta analysis because I was going to have to work very closely with them as a musician playing within a band, just giving them my music, in that sense, everything was going to go out of my hands. The whole was going to be greater than the sum of the parts.

I took a look at what is in fact the five of us, the CD was called the *Dog's Queens Penta*, there was our Penta and lo and behold there was no 14. Had we actually gathered and attempted to do that work without the 14 it would have been a disaster. There would have been enormous problems in holding that Penta together, there would have been enormous problems with resources. The moment that you destabilize the vortex you're destabilizing the whole Penta. So I made sure that I invited and hired 14's so I had enough 14's hanging around so that Penta was well-stocked and functional. It made an incredible difference.

Gap Analysis

This is one of the things about understanding how the Pent operates, and realizing that you can bring the best people together with the best intentions, but if there is a gap, boom. The first thing you do as a BG5 analysis is that you do a gap analysis.

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That is the very, very first thing that you. It's as simple as simple can be. You're simply going to look at the Penta graph and if you see a white space you know right away here is the dysfunction. It's as simple as that.

The descriptions of it can get very profound. Again, you have to see that the whole nature of dysfunction in the Penta is that because it is an aura that is rotating the moment that you take away a viable component of it, it all becomes destabilized. It's constantly trying to compensate for wherever the hole is. And that very compensation for wherever the hole is takes all the energy away from the functionality of the Penta and flushes it all down wherever the hole is, and you can read it right away.

You can maintain viability if you have the core of the vortex. In other words, having the 2/14 as a basis upon which to build a Penta this is the proper foundation. So it's going to be one of those keys for you to understand. That the moment that you see the missing 2 or the missing 14 you have enormous amount, and we'll get to that because we're going to go through the whole analysis process, you'll have an enormous amount of information to be able to describe the dilemma of what's missing there, and you will startle the hell out of these people. In the same way that Design can just blow people away with its accuracy. The moment you see dysfunction, boy is it ever easy to not only describe it, but to have the instant recognition of it—Pentas and their recognition game.

The Sphinx in Great Measure

The Sphinx in Great Measure—if there was a title that we could give to Penta this would be its ideal title. Here is this enormous directional force, and it is a directional force that has great power, and it does. After all, when you're dealing with the 2/14 you are dealing with empowerment as its fundamental theme. You're dealing with mutative potential. You're dealing with the gate of power skills and you're dealing with the gate of the Monopole and direction.

When you bring this up to the Penta level, again there are no gates or centers. You have to see that what the Penta is doing in the 14 and the 2 is that it's pulling up that 14, it's pulling up that 2 and it's blending them together. Let's say there are five people and you've got the 14 and I have the 2. It doesn't mean that when it gets up into the penta it's my 2 and your 14. It becomes whatever that 2/14 melded together swirled into the whole thing becomes for everyone. But it's the center of the vortex.

I started this process to legitimize this knowledge quite a bit of time ago now. This is the fifth year that I have been involved in thinking about the dynamics of this. I've had many thoughts about these configurations and have pondered it quite often, actually, in preparation to be able to do this program for you. In looking at the various keys it is obvious to me that there are certain aspects that are much more important than others. And that the real viability of any Penta is rooted in functionality below rather than above. In other words, when you're looking at this configuration as a basic number configuration one of the things to realize is that to have the 14 and the 5 and the 29 and the 15 and the 46 in the Penta configuration is more important than just about anything else other than the 2nd gate. In other words, obviously the 2/14 is the heart of the whole process.

Dysfunction in the Family Penta versus the Business Penta

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One of the things that is so obvious to me about the business application of Penta is that I'm beginning to understand, for example, that in family practice that dysfunction in the 15/5 or the 46/29 is probably useful. In other words, it creates the fragility in the aura that can lead to, for example, children being able to leave their home and being able to leave it without too much stress or problems, or whatever the case may be. I see that as dysfunction in the family Penta that it serves some purpose.

It's very clear to me that at the same time the dysfunction in the lower half, that is, moving downward that this dysfunction is disproportionately damaging to any business potential. In other words, if you've holes in the 7 or the 13 or the 1 the 8, the 31, or the 33, this is something that can be dealt with. But the fundamental power of the Penta is untouched. In other words, its ability to maintain itself, to maintain resources, its capacity to be stable, to hold together, that all of that is built in.

In this way in looking at the graph, the way it was intended to be seen, as least by students of this knowledge, you can really see how important this lower half is. So when you move over to doing analysis in the Penta graph itself, basically what you're looking at is that everything below the G Center needs to be activated in order for there to be any viability to the business as a Penta.

Law Number One and Two

Let's call that Law Number One. Actually it should be Law Number Two. Law Number One is all Pentas must have a functional 2/14. Law Number Two: If a Penta is going to be worth working with, really you have to understand something that if there are problems in the 5/15/14 line you're unlikely to get paid the price that you want, if you know what I mean. You're going to be dealing with a Penta with resource problems. You're not simply dealing with a business that wants to improve and advance and have the better bottom line and whatever. You've got problems, you've got struggle, and you've got the desperate call that says we're sinking.

If you walk into that situation and you see dysfunction there, there are immediate remedies. The immediate remedy is a hiring remedy; that is, the engineering. Of course, there you end up with the psychological dilemma of somebody who says, "Look, I don't know if I can afford this and I really don't know if I can afford to hire somebody else." But, if they don't hire somebody else, if they don't correct the dysfunction in the lower half of the chart, there is no viability to that Penta.

Three Kinds of Business Environments

There is something interesting for all of us to consider. We're living in an age where there are really three kinds of business environments. That is, the tradition of humanity has been what the Penta represents. It is the ma and pa, it is the basic family business and it is the basic small partnership. This is something that universal. It is basically what Generators are to type in terms of percentages.

Then we have large organizations, vast organizations that have been a byproduct of this cycle of the Cross of Planning, the so-called Industrial Age. But one of the things that we need to be very aware of, particularly in analysis of small groups is that given the technologies of the day and given the way in which intellectual property and the value of intellectual property has transformed the enterprise field, that it is important to see that one of your possible recommendations in any Penta is that it stops being a Penta.

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If you go into an environment and you see dysfunction in the lower half, in other words, you don't have this flow that's moving up to the 14, there's very little that can be done. The only thing that you can do is disengage the Penta. In other words, break it up, break it up into a partnership or let somebody work exclusively out their home instead of coming into a communal office, change the configuration because as a Penta it is simply not going to function.

The Bottom half of the Graph is Absolutely Essential

So, in terms of your work this is the crisis situation. The crisis situation is you walk into the door, you've got three people there, and you've got dysfunction in the lower half of the graph. Right away a decision has to be made. You either grow or you shrink. Or you grow or realign. So, this bottom half, this is absolutely essential.

It doesn't really matter to the Penta how long it takes for it to get its recognition. As long as at the mundane level everybody can keep their job, and the job that they're doing seems to be working well. This is something that's essential. You can have dysfunction above; it creates its own dilemmas. But remember something about above; it operates very, very differently. In other words, it really has these three different tracks. They're different. And they're looking for recognition in different ways. The fact is that you may only have one theme of recognition and it may slow down the level of interest that potential customers or clients are going to have, it may narrow what the market is going to be for receptivity to whatever you're doing, but you're still going to be able to do it and get your returns.

But if you have dysfunction in the lower half, if you don't have the magnetic pull, if you cannot stabilize the aura, if you don't have those inner Sacral gates, the 5 and the 29, to coordinate that energy into the vortex, it's not going to work, the aura is going to break down. And of course, from the perspective of seeing it from the mundane, the aura breaking down is people quitting, people just being uncomfortable in the situation, people feeling like it's not going to work, people feeling like there's nothing that really keeps them coming back to their job. It's the kind of thing where you wake up in the morning and you say, "Why am I going there?"

In other words, dysfunction at the lower level is something that is really a problem. The easiest cure is realignment. But then again, the most interesting thing about our work is to understand basic human greed. They don't want to realign, they would like to be a success and they would like to grow. Every small business, not every, but a great majority of small businesses their fantasy, their dream is that they can grow. At least grow to the size that is relative to the scope of their dream.

The fact is that the most exciting aspect of our work is actually engineering, our ability to be able to demonstrate that this knowledge is something that is enormously important for human beings operating on the material plane. And that it can benefit all kinds of operating on the material plane. But again, you have to see that we're going to confront many, many different kinds of environments that you walk into that you begin to look at, and this is one of the first keys for you to keep in mind because it will really change immediately your approach to the situation.

The other thing is that when you're doing analysis of the lower half, that analysis has enormous impact on the person who has hired you, the owner, as an example. What you can state from the lower half is so deeply concretized. Remember that the

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recognition aspect, the upper aspect, there are tremendous subtleties in that because that has to do with the interactive field with the rest of the environment.

Here when you're dealing with the lower aspects you're dealing with very, very concrete things—how stable the grouping is, whether or not there is a proper flow within that stability, and so forth and so on. So, this is one of the first keys in being able to see what is an immediate unstable and difficult environment that has to be dealt with.

I hope you enjoyed this look at the Penta. Tomorrow you'll be able to download these illustrations. Do give them some thought. And as we move along, because next week we're really going to enter into Penta graph land, and we're going to dealing with the analysis format we're going to use with our clients, keep these images handy and refer to them regularly until you really have a real sense of them. It's very important for your eventual sophistication and comfort in being able to describe various things that you're seeing in the graph.

It also gives you a perspective that no one else has. It's a very important perspective in terms of the work that you're going to do because this is a key in understanding how the Penta actually operates. And from these basic keys, these generic Penta keys, as we move into specific business language, remember what's underneath because it's really going to help you in your ability to be able to interpret and also for your ability to understand what's necessary in terms of the engineering.

Lesson Three
September 29, 2005

The PentaGraph

If you look at the entry image and you look at the notice board, last week we went through this process of looking at the original schematic of what I was given. Many of you who know the Design of forms know that when forms are laid out they're laid out in their proper direction. In other words, the Rave is something that is vertical and we receive our neutrino feed from above.

When you're dealing with the Design of a plant it's also vertical but it's the other way around, it receives its information from below, its prime programming information. You have mammalian Designs where the triangle is tilted over and pointed to the right, or you have birds and reptiles to the left, and so forth and so on.

So, I have a question for you that I'll get to in question and answer period, but I really think it's an interesting puzzle to ponder. What direction, what way are we supposed to actually look at this image? In other words, if we could lay this schematic out, what is the correct way to lay it out? It isn't correct, by the way, in which it is laid out in terms of here or in terms of the way we use it for analysis. And I'll explain that later when I give you an answer.

The other question is where is the front and where is the back? That's something else to consider and something to ponder for a moment. Leaving you with those tasty little tidbits, let us enter into our work.

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[Illustration]

Pentas are not Solid

Today we're going to begin our investigation of the Penta specifically from the point of view of what this knowledge is all about. That is, to be able to provide a way in which you can enhance the productivity of any small group of beings.

There is something to really grasp about the nature of the Penta. It is something that really is at the core of being able to work with it, is to realize that this is nothing but a vortex of conditioning. There is no solid Penta; there is no eternal Penta. I guess, if you have three people who are stuck together on a desert island for all of their lives, then you would have, and not all the time because unless it was a very tiny island, sure enough there would be one that wouldn't want to have anything to do with the other two. The reality is that a Penta is not solid, and there is no other language I can use for it.

No Conditioning Results in Dysfunction

But much more important than that is to understand that it is nothing but conditioning. So, when you are looking at a PentaGraph there is something to grasp right away. If there is no conditioning, you have dysfunction. In other words, when you're looking at these graphs and they're filled in, if you have a gap, and this is the language that we use, so for example, if there are no activations for the 5th gate, then that is a gap. The moment that you're looking at that gap you're looking at a place in which there is no conditioning, and it's a dysfunction. The thing that makes the Penta functional is that it's fully conditioned.

When I first began trying to explain the knowledge, when I was first working with Peter, what I wanted to get across was the docility of the Penta. It's nothing but conditioning, so you're not dealing with a true anything. You're not dealing with individual true self, you're not dealing with individual correctness, you are dealing with a vortex of conditioning, nothing more, nothing less.

Anything that is purely conditioned is the most malleable of things. We know that from the realm of the not-self and how easy it was for all of us in our lives to be conditioned by others, to be conditioned by planets, to be conditioned by animals and unaware to assume that it was us. So, when you're looking at the Penta the reason that you're looking for a situation in which there are no gaps is that that's the first opportunity that you have to manipulate this force.

Many of the terms that I'm going to use, for me BG5 is about business. It is not primarily about the spirit. In many ways the language is cold, and the language is cruel. This is not about taking any of the aspects of this personally. It will make it exceedingly difficult for you to be able to do an efficient analysis. If you are personally involved with the members of the organization be very, very careful about that, because this is, particularly when you get to engineering, this is something that has an edge to it that is the dichotomy of spiritual, in that sense.

We're looking for dysfunction in the engineering sense so that we can create an ideal function. That's why my recommendation that the perfect group to begin with is that group where you have three people and they've got a dream. Three people and a dream and this matrix and you can build a functional environment. And because the Penta is docile it can be lead. Of course, this is going to be the role of the alpha.

Filling the Gaps with Correct Conditioning

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There is a deep technique to be able to work with Pentas, and to be able to direct Pentas, move them, motivate them, and drive them. But the thing to recognize is that the moment that you're dealing with a Penta that has dysfunction, in other words there is a place where there is no conditioning, that's the moment that you have Penta that isn't going to follow direction because it's going to be totally absorbed in that hole, that gap, that place where the conditioning is missing.

As engineers what we're concerned with is filling in those gaps with the right quality of conditioning. As you will see, it's not just a matter of filling in the gate. We all know that there are gates and there are lines, we know there are Colors and Tones. And guess what? We know there are Bases. BG5: Base Group 5. That Base in Base Group 5 is that the ideal in this configuration is manipulated from the Base level up.

If you have five beings, each representing a different Base, you have a visionary capacity in a functional Penta where that whole is going to be greater than the sum of its parts. And it will make an enormous difference in terms of the way in which the vision, the interaction, all of the things that the Penta are going to be involved with, how they're going to be affected.

The Penta is Just a Conditioning Field

The first thing that we have to look at with this first level is we have to begin to see what we're really looking at. We're looking at a conditioning field, because that's all the Penta is. It isn't anything else; just a conditioning field. And you can see why it's no longer personal.

Let's say you're something who has the 31st gate activated. In your life the 31st gate speaks out of your mouth. I lead/I don't lead; I understand leading/I don't understand leading; all of these various things that can pop out of your mouth. But the moment that you're in a Penta what the Penta takes is the conditioning of that 31, not you. It simply takes the aspect, pulls it out, and is conditioned specifically by it. But it's not you.

The fact is, the moment that that conditioned 31 is pulled in, that conditioned 31 is going to work with some other conditioned 7 in a way that's totally different from the way in which it operates in you. The Penta is just sucking up; sucking up the aura. And it's sucking up the conditioning.

One of the first places to look in any Penta is to see whether there is a gap for the 15th gate. Look at the little illustration of the original schematic on the upper left. And if you look to the lower part of that illustration to the left-hand side this is the magnetic field. This is the 15th gate. Like this finger or hand or whatever you want to imagine it, reaching out and sucking up the aura field. And it's pulling in the conditioning.

First Analyze What the Penta Is

So, we're not talking about the people. This is one of the first things that you have to see when you're going to be doing professional analysis. You're not, at this level, analyzing people. The first responsibility is to analyze what the Penta is. We certainly are going to look at how we can use the knowledge that we have to make it easier for every member of a Penta to feel fully integrated into a process. Of course, that takes an understanding of them within this context. And I will show you how to do Penta analysis for individuals in order to be able to see clearly what they bring to a Penta, not what they're missing, but what they bring to that Penta.

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When we're looking at this grid, the first thing to understand is that this is just a conditioned field. And if you can read the conditioning then you can manipulate it. In other words, as long as you can recognize the way in which this Penta is going to operate, and it's not like in Human Design where we understand how somebody works because of all the things they're not, so that we have this very limited differentiated perspective.

The differentiation, when you get into a penta, is once you have functionality then you go down to a deeper level to see who brings what and where they are in relationship to the duality of their responsibility. The mundane responsibility of what they are occupied in in terms of the work that they are doing, that's one side. But what their responsibility in terms of what conditioning they add to the conditioning field of the Penta as a whole.

The Throat, G and Sacral are Not Centers

There are some things to grasp in terms of the way in which we understand these channels and these three centers. The second step is that not only are the aspects, or the gaps that get filled in, not only are they conditioning, but the Throat and the G and the Sacral are not centers. They're not centers in the sense that we understand it. This is what has been pulled from the grouping as that quality; in other words, the conditioned G, the conditioned Sacral, the conditioned Throat.

So, they don't quite operate in the same way that it operates in terms of a human being, or any other concretized form. For example, this Sacral Center that we're looking at does not create any energy. Think about that. It doesn't. This is not a motor. This is the aura aspect, the conditioned aspect of the collective Sacral, nothing more.

So, you can end up in a situation in an office where you've got five sacral beings and because of anomalies, and this happens, that there is no way in which the Sacral of the actual Penta gets activated. You end up in a situation where there is no 5, no 14 and no 29. Then you have a Penta that has absolutely no energy, but you've got five atomic bombs sitting at desks. Instead of getting things done, they're tapping their feet and clicking their pens, because it's not a Sacral. So, don't jump to conclusions. You see the 2/14 and you say, "Aha, this Penta has power." It doesn't. It's all just a blending of conditioning.

Pentas: Conditioned Auras Looking for Conditioning

When you see a Penta that's functional, that there are no gaps, it's as simple as that, when you see it functional, the only thing that it's ever missing is being told what works. "Do this, do it like that," and away you go. All they need is guidance. This is the magic of the Penta. It's the conditioned field that is open to being conditioned. It's why it's so easy to manipulate Pentas, because you're not manipulating the people, you're not. You're manipulating this conditioned aura. And a conditioned aura only wants to be conditioned. All Pentas are looking for conditioning. They yearn for conditioning in the same way that an awaken being shuns it.

This is their food. Not only is it their food, but they're there to be recognized for how good they've been conditioned. Think about that. They love it. Prizes, awards, bonuses, it loves to be recognized. Pentas love to be recognized. And they love to be recognized as an example of conditioned conditioning. It's such a joke, but it's how it works.

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Gaps are Problems for the Pentas

The great disease of Pentas is gaps, because the moment there's a gap there's something wrong with the conditioning field. It's not so easy then to condition that Penta. There is always the problem of the gap, and the problem of the gap becomes larger than anything else. And it's not even whether it is actually a problem.

Think about the 5th gate. The 5th gate's general business keynote is culture. Every organization, every grouping has a culture. That culture is the byproduct of whatever the aura is of that particular Penta. But imagine that you have a Penta and you have dysfunction, you have a gap for the 5. It's not that there is no culture, in other words that's not what you would experience when you walked into that office. What you would experience is an over concern with culture—constant debates, arguments—and the aura as a whole not being able to hold up well.

Everything is about the fact that this is not something solid. So there is a temporary quality that is inherent in Pentas. We talked about that last time. How easy it is for a Penta to break down; how easy it is for the Penta to collapse. It's natural, because it's not solid. It's not like you've got to unscrew pieces. The whole thing about the power of the Penta is that as gaps emerge it becomes more and more difficult to maintain the aura. So, the focus of the aura tends to be to try to fill the gap. It becomes an enormous problem; a problem that is much larger than anything else. And it's not.

But this is the way in which a Penta is distracted. The moment you walk into a small grouping you're always going to be able to see, because this is the basic entrepreneurial spirit, you're going to be able to see the inherent gifts, the potential that lies within the people that you're dealing with. You can also see the potential in whatever it is that their business may be all about. But you can be absolutely certain that if there are gaps that they're spending more time worried about the gaps than actually being busy running whatever their business could be, because gaps get in the way. And the aura just simply can't hold together.

Surface Analysis

Gap analysis is everything, because at the mundane level, I will teach you many levels over the course of the time we have so that you can talk about these things and look at them from different levels. At the surface level, when you have an opportunity to work with a small group they know, number one, that they're in need at one level or another. And when I say "they" it's usually one person, somebody who feels that it may be an advantage to the group to find out more. Perhaps it's difficult for them to get things going, perhaps their expectation that it would be faster, easier, whatever the case may be. Or the fact that they think that the answer is simply bringing in some more people and they're looking for advice.

The moment that you see their PentaGraph, and the moment that you see gaps, it is at that very surface that you can capture their attention, let's put it that way. "Well, you're spending all your time being concerned about this." And you point to the gap. And they go, "Well, yeah, we are, blah, blah, blah." Because at the surface level, when you're dealing with small businesses these gaps have an enormous impact, they just do.

It makes it very, very frustrating for them. Because, remember, the Penta on its own has no energy, has no identity, has no voice. It's all part of the conditioned

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field. So if you have all those gaps in that conditioned field you are underpowered in all those ways. And of course, the tendency of the aura is to try to close those gaps, which means that the focus is always going into them.

When I began my whole buildup to my own process of—because this has been going on for about a year now, my discussions with Peter, my concerns with wanting to bring this to a much more general mundane level to get many, many more people aware because I think this knowledge has extraordinary power to make things more efficient for human beings. I've thought about a lot of things and one of the things that is so important for me is that when I first built this grid, the grid we're looking at in the center, I built it with the idea that it would facilitate learning about the Penta if you were somebody who had Design knowledge. What I have come to see is that in some ways it is a handicap, because it is an enormous jump, and it's not just a jump intellectually, but it really is jump in consciousness to understand the difference between a form that has a physical bio-nature and a form that is nothing but a conditioned field.

We are dealing with something that is really extraordinary in that sense. And to really grasp that you cannot see these elements in the same way, you cannot see them as sources of identity or power. But what you can see through them is where the dilemmas are going to be in gaps and they're going to relate to those specific areas of the conditioned field. In other words, if you don't have a 5, 14, and 29 how clear it is that the business is not going to make it. You either give up, or you immediately bring on other people, one or the other.

Psychological Aspects

This is one of the things that we're going to talk about in terms of how one deals psychology in these situations. For example, if you start with three people and you've got a number of gaps, serious problems that have to be resolved. It's not like you can say to these people, "Well, you can go along for awhile and see what happens." You know what's going to happen. It isn't going to get better, it's only going to get worse and sooner or later it's just going to fall apart. These kinds of configurations fall apart by the thousands every day.

It's just something to understand that there is a psychology moment where there is one of three things you can do: You can give up the concept; you can remove one person and try it as a partnership, which can be more stable in the sense that it is not involved with the conditioned field that is outside of one's personal decision making process; or you can add more people. You may only need to add one other person to begin with. After all, the advantage of having this grid look like this is that it's very easy when you look at somebody's Design to see how they fit into the grid.

There are some people that are intensely Penta prone. In other words, they have definition. Any definition that is operating in any of these six channels, you already have somebody who is going to have a significant conditioning impact on any Penta that they belong to, they just will. Now, don't take that personal. Remember, there is an enormous difference between how you live out your defined channel and how, in fact, the defined channel operates as a conditioned field; it's different.

{ Ilse types that she has a chart of someone with all the defined channels }

Interesting, Ilse, I have seen people with incredible Penta configurations. And by the way, somebody that has, as that example, all of the channels defined doesn't necessarily mean that they're really useful in a Penta. They can be a greater

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problem than anything else. Other than in those situations where it's their concept and it's their thing that they really want to do. But it isn't healthy, ultimately.

Proper Distribution and Waiting

The healthiest thing for a Penta is when there is proper distribution in terms of waiting, and waiting is a term that we will be using, proper distribution and waiting in the gates that are activated. In other words, what we're really looking for is to be able to have certain forces in certain places and certain backup forces in certain places.

The 2/14, the Center of the Penta

For example, the 2/14 is the very center of the PentaGraph. It is the very center, even though it doesn't look like the center of it here. But, in the illustration above where you get to see the Penta vortex, that Penta vortex is a vortex around the 2/14. Now, obviously, the 2/14 is something that is absolutely essential. Now, let's say that you've got a nice little Penta and you've got somebody who has the 2/14. What you do know is that the capacity is there and the material vision is there, to use the keynotes of the PentaGraph. In other words, you've got all that stuff there.

But you have to remember something. That person contributes that as a conditioning field to the Penta. And the Penta only has it as long as it's being conditioned by that aura. So, let's say, for example, that that person suddenly decides they hate their job. Or they hate the people, or their wife wants to move to another place, whatever the case may be. You're dealing with not-self people that are involved in Pentas. If that person is gone, the capacity disappears. The material vision disappears from the Penta. It's just gone.

So, for example, if you're in a business where it's obvious that not only do you need functionality, but you need protection. You need backup. It's really nice, for example, when you have one person that has the 2/14 and you've got somebody else who has the 2 and another person that has the 14. And then you can look at that say, "Well, we know that that capacity, that material vision..." and when I say "capacity" and "material vision" think about it this way. All that represents is what can be conditioned by the alpha. Think about that.

What these keynotes represent is where, in essence, that point is where they can specifically condition the Penta, specifically condition the capacity of the Penta. Imagine a situation where you've got five people, it doesn't have to be five, three or four, as long as we've got a functional Penta, and none of them on their own have a defined Sacral. But together all of them activate the conditioned Sacral. In other words, they bring the 15/5 and the 2/14 and the 46/29. Think about their capacity. At a personal level we know that their capacity is limited as Projectors. Yes, they can amplify energy for a certain point, but it's ultimately going to exhaust them.

The Penta doesn't have Type

But, the Penta is not a Projector, or any other type, it's just a Penta. And the capacity of that Penta to work is conditioned by the alpha. The alpha says, "All right, we've got this project and it's a rush. If we don't do this we're not going to get the account. We've got to get it done, if it means we have to work for the next 32 hours everybody buckle down, and this is going to be a big payday." And boy is there energy. But it didn't belong to any of those beings. And it didn't belong, in that sense, to the Penta. It was a conditioned environment that could be impacted and

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conditioned by direction, by guidance. And they'll simply work as hard as they have to.

One of the things to understand is if that is the situation and you've got those three Projectors, it isn't a terrific idea even though you understand that as a Penta you can get them to do that, that you also realize that at an individual level when they leave work at the end of the day they're really going to be wasted and ultimately that isn't necessarily the best way to use their capacity. In other words, to be able to distinguish, in that sense. If you've got a bunch of Generators sitting there and you've got very, very powerful Generator force, as well as defined capacity, then you know that you can run them around the clock and they won't mind, as long as there is a reward, an advantage, recognition.

So, you have to begin to think about this thing. Not in terms of people, but in terms of its 'itness.' That it's a conditioned environment. Whenever you're looking at these keynotes, what you really have to be thinking, in that sense, is this is where the potential is to bring culture to the office. Here's is where the potential is to bring capacity. Here is the potential. And all that is needed is to pull that potential out by giving direction.

Giving Directives

One of the greatest problems in businesses is communication of directives. What is expected of people; what they need to do. What they need to do with each other. What specifically are the goals? And it's not about whether the goals are attained; it's about understanding that if you give a Penta proper directives that it's going to fulfill its potential. In other words, it will follow through on that. But if you're giving a Penta a directive and there is a gap, they are never going to follow through on that. And you're not going to be able to hold it together.

Dysfunctional Businesses

So, one of the things we have to see when we think about our practice, the practice of being a BG5 analyst, is the understanding that when you walk into the door is when you bring the deepest trauma. This is not a slow process where you slowly build up to the trauma. The fact is, that the moment that you look at the PentaGraph, and what you're hoping for, please understand me, after all you're investing a lot, this is a business, I want this business to be successful, and it's only going to be successful when we're dealing with dysfunctional businesses. That is a key. The chances are nine out of ten that any three or four people are going to have dysfunction. This is your entry point.

When you can describe a phenomena that is rooted in the Penta you really, really impress people because they can't imagine how you know that, because they do not integrate the information of their work in the same way. Or their interrelationships; how can they. They do not have this perspective. The moment that you see dysfunction, the moment you have a gap you've got your entry point, we're in business. This is like the lawyers that wait for accidents to happen. If there are no accidents, they don't make any money. The moment you find a business that has a gap, not only are you going to be able to have a client, but it's a win-win situation. You're really going to be able to do something for them. And at the same time, it's going to be rewarding for you.

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But you need the gaps because they are automatic problems, and you have automatic answers, and then comes the trauma. What to do. Small businesses are always afraid of hiring somebody. It always seems like such an enormous risk. If you don't hire people you can never get out of the dysfunction. For me, this is the moment where it's either one step backward or you really go forward. And the one step backward is that you end the Penta, because there is nothing worse than Penta dysfunction. The dilemma of most partnerships is that they cannot function without a third element. They cannot function without their bookkeeper, or this or that, or whatever that figure tends to be. Almost all partnerships end up with this process.

When you go into these partnerships that have this third element that's been added, they don't want to hire somebody else. But if you can show them the dysfunction and show them there is no true escape (there isn't) all they need to do to begin the process is to bring aboard somebody who is engineered to fill in the gaps. Of course, this is what our work is all about. This is how we can transform the business environment and this is where we will make our reputation.

If you go into a Penta and the Penta is functional, yes, you will see you can do a very fine analysis, you can go quite deep. But it is not as impactful, nor as important, as taking these three, particularly and sometimes the four, and being able to take them to full Penta and watch them grow. This is an extraordinarily efficient construct. So what we need, in terms of our work, is that we have to be clear that what we want to deal with is dysfunctional because this is where we are going to be successful, because this is where we're going to be able to point obvious fingers at things. And there opens up the opportunity for the engineering process.

Dealing with Two Realms: People and the Conditioned Field

This is something that we will talk about in detail because it is very, very complex. Again, you will see, and I say complex because again we're dealing with two realms. We're dealing with the reality of concretized forms, so you've got the people and whatever their Design is and their type and their profiles and this and that. Then you have this conditioned field. Of course, to bring somebody in, to fill gaps, it's like these difficult cross word puzzles where you can find one word that fits in, but whatever else you have to do just doesn't work. You can go in there and say, "Ok, I found somebody that has the 2/14 for you. But they can't do the job. We end up in a situation where you really have to refine, in that sense, the search program.

What you're really looking for is the combination of people that have the concretized capacity within the realm of the work, so if you're looking for a bookkeeper, as an example, you want to make sure that bookkeeper not only have the gaps that are missing, but it's somebody that can do the books. If you just bring somebody in that fills in the gaps and they can't do the books, it isn't going to help the situation. We have to deal with the practicality of the balancing between these two phenomena. This is part of the engineering work. And it's not as simple as simply just filling in the gap. What other waiting is a part of this and many other things. We will talk about the phenomena because we're going to see that this particular graph can be divided in many ways to understand different things.

[Illustration]

The Penta's Limitation

It's always interesting to look and see where the actual gates are in the wheel. It's one of those things to understand how different this is from what a human being is.

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After all, we have a potential of all of those gates that run around the matrix. The Penta has a limitation. It can only absorb conditioning from these 12 different gates.

In looking at them this way, I want to talk about the nature of this conditioned presentation. Everything about the Penta is that it wants to show you its face, in a sense. It wants to show you its best face. Everything about the way in which the Penta pulls the conditioning for what is this Throat area is all about being able to attract attention.

In many ways, it's easier to understand the Penta centers through the not-self in a human being, because the not-self is the true conditioned human being. What we know of the not-self Throat Center as a strategy is that this is always seeking attention, in the same way that we know that the open G Center is always looking for love and direction. And we know that the open Sacral Center never knows when enough is enough. When all the conditioning is there and there are no gaps, that's a better way to understand how these what seem to be the centers operate in the Penta itself.

Pentas Need Attention

When you're dealing with the Throat, what you're dealing with is deep, deep, deep drive to get attention. Pentas love to do their thing to get attention. It's not like they have to get attention from enormous audiences and cheering crowds. It's enough there is an alpha that says, "You're doing a great job, that was wonderful what you did last week." But the Penta is dying for attention. If you look in Design from the G to the Throat you're dealing with projected elements. So you're looking for something that is looking for recognition and at the same time sees. It is this seeing that is so important.

Gate 31 Seeing: Administration

Concretized forms have eyes, many of them, most of them. The Penta can see. It sees through the conditioned perspective of these three gates as they meet that Throat. It's something to really taste, if you will, about the Penta and how it sees. It has its logical eye. And you can see that keynote for that logical seeing is what we keynote as administration. We will see how important it is not only that the Penta sees in the context of how you administer, but more than that how to demonstrate that this Penta has a functional and correct administration.

It's never enough for the Penta just to do something and to it well. If it doesn't get recognition it will give up on things that it's doing and doing well. It needs recognition. This is where the message and the message are really one thing in that sense. This is the place.

Gate 33 Seeing: Oversight

On the other side, you have the 33. Here you have a different seeing. You have what is called here oversight. And oversight isn't about overlooking, or missing anything in that sense. To oversee something is to really be the final authority. To oversee something is ultimately to be the greater authority. And the way in which the 33 sees is far superior to the way the 31 and the 8 sees. It's far superior. Part of that is the rooting of the conditioning. That is, the conditioning is coming from an abstract channel, and from an abstract gate that is, in its chemistry, a stop codon and is a place where one reflects, remembers and reveals. So there is a unique capacity in the Penta's seeing for oversight.

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One of the things about the nature of oversight is that oversight is a way of having perspective over the process that a Penta is involved in. In other words, it is a kind of record keeping. And we will look at that record keeping in many ways because it goes from record keeping as accounting to record keeping as informal but directed conversations in order to find out what the inner dynamics are that are at work within any kind of process in an organization.

Gate 8 Seeing: Public Relations

Then finally we have the seeing of the 8. The seeing of the 8 is false. This is public relations. It always makes me laugh. If you look at the 8th gate in a human being you can always find the line of the phony. The thing to understand about the way in which the conditioning works for the 8th gate is that the 8th gate is about seeing what it needs to see because it thinks that what it sees is what it can get other people to want to look at.

In other words, this is a way of looking at a process in an organization and basically coming up with a sound byte. Basically coming up with a marketing logo, basically coming up with a marketing spiel that sort of condenses or compresses all the various things involved in the process into something that's sellable, and then the ability to attract the recognition to that seeing. Now, the ability to attract it doesn't mean it's going to be successful. It's like anything else. But if you don't attract anybody you don't have a chance.

So, built into the Penta is that it always has this potential to attract the attention to what it sees, or the way it wants others to see the business. So you end up with a business that has one of these drop boxes and one of these re-directed telephones so they can claim they have an extraordinary address and a very fancy place. This is the 8th gate at work. It assumes that if you see that address you're going to see the company as something different. And of course, like anything else, conditioning has power. There is power in the manipulation of that.

This is also an aspect of the creative role model, because in a human being that is what this channel is all about, to bring that into the sense this is where there is this creative potential is in an organization. Not to be creative in what the organization intrinsically does, but to be creative in the way in which the value of the organization's work can be presented to others. And obviously that's something of value.

The Eyes of a Penta Sees and Pulls

What I really want you to think about and keep in mind is that the Penta has its own way of looking at things, and it looks at things with different eyes than us. More than that, the eyes of the Penta not only see, but they pull. This is the thing that makes them so special. In other words, they pull the conditioned eyes of the other. It is a natural thing to be able to do. All Pentas, by the way, are attractive in that sense; all Pentas, family Pentas, business Pentas. It's why we all live in families and all have these kinds of businesses. It is one of the most attractive things because it's a Catch-22. This is what the Penta sees and this is what the Penta wants everyone else to see that everything is operating in a Penta.

So when we're here in the 31 and the 8 and the 33, begin to see what this really is. This is about looking out at the world and trying to allow the world in to get their attention, to bring them to see the way each of these parts sees. The 31 will want the outside to see how well administered the organization is. The 33 will want the

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outside to see how the whole overall picture is operating. But the 8 wants everybody to see only what it wants to sell. And here you get to the heart and core of the Penta.

Pentas Only Want Money

The Penta has a god. And the god is Mammon, it's a holy lucre, it is material. It's one of the jokes. Everything is a duality. So here you have this Penta that is nothing but a conditioned field, and what does it want? It wants material. That's what it wants. It's the most important thing for the Penta. It used to be it wanted food, or whatever the case may be depending on where we were in our development, in our cultures, our civilizations. But in the language of today what the Penta wants is money, just money. This is what it's all about. It has nothing to do with whether the individual is doing their work, or concerned about the material plane and how much they're concerned, whether they're this way or that way, or they're greedy or they're not. It has nothing to do with that.

The Penta has only one goal: material development, and material improvement. That's its goal. You can understand that when you come to the beginning and you look at the basic configuration of the natural penta, which is the family. And you can see that the moment you have a child, the moment that two become three that the first and most prominent concern, other than for the very, very, very, very, very few is the material plane. Pentas breed a need for the material, and not just any material, but as much as possible. And aren't we envious? Think about how businesses envy the success of other businesses, how people envy the success of other people, how families envy the success of other families, and on and on and on.

This is what it's all about, and it has to be. Otherwise, we would not survive. It is the Penta that drives us as bio-forms to maintain our material necessities. It's what it does. And I think it's a great joke. I love it. Here's this thing that is nothing more than a conditioned melded aura field and its only interest is, "Can we get new office furniture? Can we get a new computer? Can we move? Can we grow," and on and on and on and on.

That's the whole thing that's so exciting, from the mundane plane, just the mundane plane. That's the treat for me in doing BG5, this is so deliciously mundane. And in the end the enhancement of the material plane for any human being transforms the quality of their life. We all know that. The old joke: Life's a bitch, it's better to be rich. In here lies the potential to make any configuration more efficient. The moment you take away dysfunction from the Penta it can focus on, with the right directive, it can focus on what it does best. Seeing how it can make more money.

[Illustration]

The Upper Gates Have a Less Impact than the Lower Gates

This brings us to our next step of this overview of the PentaGraph. Here you're dealing with something that is familiar, certainly familiar from the Design point of view. But something interesting to think about in terms of the nature of the way in which the conditioned G is operating within the context of the Penta. You can see right away that even though in fact one could talk about the presence of the 15 and the 46, the fact is that the key or the heart and soul of the Penta is rooted in the Sphinx. Obviously, we know what that is all about. That is a theme of direction.

You can see in the little illustration to the upper left this Sphinx in Great Measure, this combination of the 7, 1, 13, and the 2. The other thing is that by looking at that

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illustration over to the left you can also see quite clearly that this movement out of this core, this center, the 2/14, there is this very, very even movement. It is three very distinct ways, and each of them in many ways are as important as the other. Let's say that you have dysfunction in the 7, or the 1 or the 13, yet you still manage to reach the conditioned Throat. Yes, you're going to have a gap, you obviously have gaps. But one of the things to be clear about is that the gaps that are above, and I'm talking about in the way we look at this graph, the gaps above the G have less impact than the gaps below.

What I actually mean by that is that when you're dealing with the configuration below, you're dealing with the energy that is being brought up to drive the Penta. It is this energy that is so essential. In other words, it's one of the most important things about understanding the Penta is that when it's fully energized is when it's really at its best. Yet, at the same time, and of course in our understanding these would be generated themes, that when you're dealing above the G Center you're dealing with these projected themes.

Obviously, it's all supposed to be working. But I do want to bring out an understanding that, for example, the trauma that I talked about when you go into a business and you see a gap. The gap is going to be much more profound in its impact on a mundane plane if the gap is on the lower half of the graph than if the gap is at the upper half. The fact that there isn't oversight is something that, yes, it's significant, it will mean that somewhere down the line that you are going to run into problems because nobody was really watching what was really going on. But the fact is that you're still going to be able to generate enough revenue and business because you have the lower half functioning correctly, that it sort of ameliorates that problem.

But if you don't have functionality in the lower half, then you really have a problem. For example, small business with no 14, you're always strapped for cash. And it doesn't make a difference whether you've got a great idea or not, if you can't invest in it, if you can't afford to invest in it, then there's nothing you're going to do. Ultimately this becomes an enormous burden. Then you spend all of your time trying to figure out where you're going to get your next inflow of cash in order to make things work. There are so many of these businesses with the 14 missing that just end up being in debt. You end up at a point where it's just not possible to function.

So, I just want you to have a sense that when we're looking above it's different than when we're looking below; they have different responsibilities. But in terms of business, remember that the Penta's interested in one thing. It's interested in gaining material wealth, but without power that's not even worth thinking about. So, the Penta has to find its source energy first.

The Sphinx in Great Measure: The Penta Requires Clear Direction

Let's look at this Sphinx in Great Measure. What we're really talking about is the empowerment of the vision to be able to do three things: To be able to plan for the future, to be able to account for the past and to be able to implement the present. That's what direction is in the language of those keynotes.

When you have the 2nd gate and you have this material vision that when you have these four gates being conditioned by the aura then what you have is this deep, deep theme of knowing where to go. A business that doesn't know where to go, a

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business that's just treading water is a business that's going to crumble. And knowing where to go means knowing how to be led to where they need to go, and that's something else.

Remember, they're not a Sphinx. What you're looking at is a Penta conditioned configuration. Remember what I told you. Penta's are here to be guided and directed. And the opportunity when you're dealing with their G is that opportunity to give them exactly the right direction. It's why for me there is nothing that is more important to a small business than having clear roles, responsibilities, clear direction, and clear goals. It doesn't mean whether or not you're going to be able to fulfill them. It's about having them. It is about the capacity to be directed, to plan. To be directed on how it has to be accounted for. To be directed on how it has to be implemented.

If you've got a functional Penta and you've got a functional Sphinx within the Penta, then obviously you have something that's going to be deeply receptive to direction. So many businesses fail—missing parts of the Sphinx are rare in Pentas. For example, four people or whatever, you're dealing with oppositions in the 1 and the 2, in the 7 and the 13, you're dealing with things that occur quite often. It's very common to have the Sphinx as a configuration in a Penta, at least from my experience. However, what that really indicates is that these are organizations that if they don't have proper direction suffer deeply. They just suffer because the potential is literally lost.

Remember, a Penta needs to be told what to do. If you don't tell it what to do it isn't going to do it. It needs to be told what to do. The moment that a Penta's breaking down is when the aura starts breaking down and people start peeling off from the communal aura and you've got one person thinking, "Well, I should do this," and another person thinking, "I should do that," and it doesn't work. The magic of a Penta, and you can see it here, this is the core of the Penta: "Please give me direction."

If you have a gap, then you're going to have all this concern that there isn't proper direction. And then you're going to end up being concerned about the various aspects that are there. Next week we will begin our breakdown gate by gate and line by line and we will start this process. But you have to see just from the general point, just looking at it, when you see a functional Sphinx in the Penta you have to see right away what that's saying. That's saying the Penta requires direction. No direction, nothing is going to happen. Clear direction is what it's all about.

The Importance of Vision and a Way to Implement that Vision

This is one of the most important things that I understand about business. When I come into a Penta what I bring is the 1 and the 2, and I bring the 7 and the 13. But the real key to anything that I can bring to a Penta is in the 1 and the 2. One of the things that I understand about business is that you need to have vision. If you don't have a vision then there is no excitement, there is no journey, and there is no sense of accomplishment at the end.

But more than a vision you have to have a way to implement that vision. And of course, that implementation takes things. I'm better at the planning than the accounting. But fortunately I've learned not to work in Pentas. But the reality is that it is one of those things to understand about success in any business is that if you can grasp the Penta you can see it is crying for direction.

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One of the biggest problems in businesses is communication. It is proper directives. It is the ability to be able to say, "Look this is what we're great at, this is what we have to do. Here's our project, let's go and do it," whatever the case may be. But the direction has to be there. The specifics of that have to be there.

One of the most interesting aspects of our work together is that once you understand the Penta and the way the Penta operates you can begin to understand what skills an alpha needs, and what it means to work with Pentas rather than working with people. We always think about it as working with people. I say "we" in the sense of the larger consulting dynamic. For me it's obvious that an alpha works with a Penta, and it's only when the alpha understands how to give directives to that Penta, and it becomes self-evident, we will do our Penta analysis so it's something of interest.

By the way, it's something that I wanted to make a comment on which is that it would be very nice if all of you would come up with a Penta that you have access to whether it is a small business that you're doing with some people or whether it is something that you know on the outside, but something that you can use as an example that I can add to my illustration group when we begin looking at analysis. It isn't something I need right away, but it is something I'd like you to keep in mind.

It's an opportunity for you to learn about how the analysis would be done, and also for you to be able to resonate to the fact that you know these people. In other words, as a way for you to be able to take this in on a deeper level it would be very good if I had illustrations that meant something to you and in that sense we can have a broader data base that we can look at different configurations. My one theme about this is really just simply to grasp how important direction is, how important it is to be able to know how to guide the Penta.

[Illustration]

The 15th Gate: Establishes the Reliability of the Penta

These gates are quite something. It's interesting because you're dealing with the 15 and the 46, and you're dealing with gates that are normally thought of as gates in the Vessel. But also to see that these are calendar points, in a sense, they're very specific in the kind of energies they bring. When we're looking here it is always helpful to remember the original schematic, to look up into the left. It's so important to see these two things: The magnetic field on one side and the aura stabilization on the other side. When you're looking at the 15th gate and you see a gap there, it tells you that this is a practically impossible penta for survival.

An example is that the 15th gate is the primary gate responsible for pulling up the conditioning from the aura. So if you have a gap there, this is a tremendous loss. And what happens is that the Penta just doesn't hold. So, if you've got three people and one is always out or somebody is always away or somebody does their work from the house instead of being there, the Penta doesn't have an ability to hold together because it doesn't have a consistent flow of energy. So the 15th gate is very, very important.

It's interesting because when you see it in the context of reliability and inner flow now you can understand that keynote in a way that's very different than the way you would understand it if you were just thinking of it as the way the 15th gate operates in a human being. Remember that the gift of the 15th gate is that this is the primary absorber of the aura field. It is something that establishes the reliability of the

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Penta; in other words, the reliability that a Penta can be maintained. So, for example you've got three or four people, the 15 is present, what that is telling you is that there is reliable flow of conditioning coming in. And this is what gives—remember this is something that moves—it gives the vortex, this central pulling force, its feed of necessary conditioning. Obviously, it's a very important gate.

But also something else; the 15 and the 5 and the 7 and the 31, as we will discuss in detail, is about the inner life of the office in the sense that this is about the inner world as opposed to the outside world which is something that we see in what we would call the abstract side—the 29 up to the 33. So, here we're dealing with an inner process. That is the ability to be able to maintain a penta in a closed environment. That's very important.

When the Penta is being held together this is when all its possibilities of being properly directed are at hand. This inner flow and reliability that we're going to look at in much more detail later, I want you to see what this really is. What it creates is a reliable aura, and that reliable aura then has the potential to develop a culture. Because if you look at it in its original schematic you can see that that energy, that magnetic conditioning field that it's pulling up it then pulls to the 5.

So, it's the beginning of this process, this inner flow brings a reliability of aura, a reliability of aura means that you have a Penta that's being held together which means the Penta can then begin to display its culture. This is the way that it works. So, when we're looking at this the 7 goes up the 31, but the 15 goes down to the 5. So, it's important to see this split in perspective in the way in which you're looking at this graph.

The 46th Gate: Aura Stabilization

When we go over to the other side, to the 46th gate, this is about aura stabilization. Aura stabilization is the ability to hold the aura together despite the influences from the outside. It's something we will go into in much more detail. Let me give you a key. Let's say you have a small organization and you've got yourself a wonderful technician, artist, somebody who is doing special work for you. And that special work turns out to be very, very important. This person gets invited to some place where they can be awarded for their creativity and when they go out they are immediately grabbed by somebody else who offers them a much better job with much more money and they rush away.

If you have a 46 and it's a gap, that's how you lose people very easily. There is nothing to stabilize the fulfillment of the directives of the Penta on the outside. So this stabilizing of the aura, this is the love of the body in a human being. This is the love of your organization, in that sense, that is a potential there within the Penta. I don't want to get carried away with that expression of it. But it's like, "I feel good where I am, I'm not looking to enter into another Penta." As you'll see, that's quite significant.

Now, only when you have that stabilization can there really be a commitment. Again, now you can understand the way in which this channel really operates. First there has to be that stability within the aura, and only then can there really be that true commitment and a commitment that comes out of what? A commitment that comes out of, "I will commit to never knowing when enough is enough when it comes to being in this Penta," which is a hell of a commitment.

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Oh, Pentas are incredible when they're functional; the capacity, the potential, the level commitment, the quality of culture, all of that. But again, to see the flow so you can really see. If you see there is a 15 and there's a gap in the 5, you already know what the problem is, in a sense. That is, it's one thing to pull in the energy, but if that aura doesn't develop a character, doesn't develop a nature, then you can never get to a point where ultimately it's going to be able to function well on the outside. And then all the concern becomes the missing of that gap, the missing of that 5, that there is no sense of comradery, glue, fusion, any of those things that are going to feel like that when that 5 is present.

Understand something, just as human beings in their openness amplify the conditioning that's brought to them, the Penta is the reverse, or obverse or whatever you want to call it, here's the Penta as a conditioned field and in the moment it has the gap, this gap is the absolute yearning for that conditioning, and everybody is looking for conditioning to fill it up. Then it really becomes a problem and there is no glue, there is nothing to hold it together. So the 15 and the 46 are very important for you understand at first conceptually. In other words, to see the way the energy is moving and to understand what each brings, in that sense. It is one thing to establish the inner dynamic and nature of the environment, the other is to enhance the longevity of the potential of the Penta by assuring a depth of commitment.

[Illustration]

Gate 14: Capacity

Let me take you now to the last view of the day. Here we come to what we would call the 'never knowing is enough, is enough' variety. In looking here at the 5, the 14, and the 29, for the purposes of right now I just want to focus on the 14 and this theme of capacity. Let's say you have a group of people and only one person has the 14. Think about how powerful this gate really is and what kind of energy comes out of this gate as part of the Generator's process in life. The moment the conditioning quality of that gate is brought up into the Penta, the 14th gate, in and of itself, can give capacity to everyone in the Penta. It's something really to wonder about.

The Penta only has one true motor. It only has the 14. The 5 and the 29 are the ways in which certain kinds of energy are used for processes that are ancillary to what is the main goal. That main goal is that there is a viable vortex, the 2/14. And the essential thing is that there is capacity. Capacity is amazing, because once it's there, once it's functional, once the 14 is functional in the Penta, then the capacity is always there for everyone. When the capacity is there, the potential of the Penta is enhanced.

There is no greater dilemma than a Penta missing a 14. This is really a problem; point blank. Don't look at that 14 as it sits here in that image on the right, look at it in the vortex in the image on the left above. Only then can you really see this 2/14, this is the core, this is the heart and soul of a Penta; the capacity for material vision. That's what it's all about—the capacity to be directed, to be directed to a fulfillment of that capacity; and in doing so to be directed towards being able to fulfill one's material vision.

The PentaGraph is quite a creature. But the most important thing to take from today is to understand that these centers are not centers; but they are conditioned hubs

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and they are waiting to be conditioning. They are waiting to be taken advantage of. They are waiting to be directed. They are waiting to be guided. All they want is to be able to do whatever it is they are guided to do is to do it well and to be rewarded. Everything about our work is about establishing rewards. This is what the Penta dreams of, reward for its effort. And the functional Penta will always get its rewards.

Lesson Four October 7, 2005

The Language of BG5 Analysis

In our process so far, what we have been looking at is that I have been trying to give a deeper understanding of the Penta as a form and to begin to really see it as a form. It's something that you need a certain sensitivity and imagination for, because it's a difficult thing to visualize in that sense. It's why I consider the image in the upper left, the original schematic that I was given, that image is very important to keep in mind always that we're dealing with an entity. We're dealing with an entity that has no loyalty. That's something truly to understand about a Penta. If there are four people in a room and a fifth person walks in, they're automatically going to be brought into the Penta. The Pentas will absorb whatever they can absorb up to their limitation.

The Penta is something that is simply this kind of form in transition. And it's a form in transition all the time. Obviously, when we begin to apply that to our understanding of the business environment, we see that there are different ways in which this is going to work. In other words, let's say that you're dealing with a business that has four people, and that two of them regularly are going in and out. You have a number of interesting configurations to look at; the way in which the Penta morphs as people go in, as people go back out. It's one of the things that I think you'll be absolutely delighted with in terms of our software development, how easy it's going to be to just drag and drop people in and out of a Penta. And to really be able to see instantaneously what happens when somebody comes in, somebody goes out, or two people come in, whatever the case happens to be.

So, again, by understanding that it's an entity it also means that you bring that to your perception. In other words, we're not looking at something that is rigid. We say "Penta," ok there are four people in a group, "Penta." But the analysis of four is not enough, in that sense. In other words, it is something that is going to have a prana to it. And it's important to recognize that and it's important to see what happens when somebody steps out, what is the result of it, and what kind of advice and guidance can we offer to be able to compensate for what happens when that takes place.

PentaGraph Language

My focus for us today is the beginning of the foundation of the language that we are going to use as we go through this process. It is a language that is intended to carry a significant value as word keynotes for the business clients that you're dealing with. I will always remind you of the variations on these themes. But it's very important for us to become familiar with looking at this graph, at the PentaGraph, and seeing the PentaGraph and knowing the PentaGraph through its keynotes, the way most of

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us do, for example, when we're dealing with Design and we're dealing with aspects of gates or channels or this or that.

The first thing that I want to start with is that I want to start in the middle. Starting in the middle is the best place to go because this is truly the real vortex; this is the true center of the potential of any Penta. Again, it's something that I tried to emphasized last time, this understanding how essential the 2/14 is to the viability of a Penta. You'll discover that one of the major engineering jobs that you have is finding appropriate 14's or appropriate weighting to the 14.

Weighting

By the way, whenever I use this word "weighting" what I mean by that is that you can have certain gates where you have one person that activates it, or one person that activates a channel, that has zero weight to it. It's one person and it's one activation that's holding it altogether and if you take that person away obviously you've got a big gap that opens up. Weighting is when you have other aspects that are also there.

So, somebody who has one side and somebody who brings the other side and somebody brings the whole channel, then you have a kind of back up, if you will. And how to weight things, because engineering, when you bring somebody in even though you're looking for the 14th gate, they're going to bring potentially more than that. And what impact is that going to have.

Triggering

There is something that we will use, which is part of the software which is called triggering. We're going to look at the nature of positive and negative triggers. What a trigger represents is that if you look at the structure of any line we know that lines are subdivided and they are subdivided basically into binaries, and binaries are represented by certain planetary objects. We know, for example, that if you have a certain gate and you don't have the objects mentioned in the line, that you're susceptible to conditioning that will move you from one to the other. In other words, that will fix whether you're going to operate out of the exaltation or out of the detriment.

This is something that is very, very important. Juan Jose is right, it is "weighting" as in weight, so if you could think of it as like balancing scales, for example, trying to make sure you have enough significant activations in the right places because it's something important. It's much more important, as I said when you get involved in engineering.

But my point is that when you're looking at line fixings you have to see that when you bring somebody in, let's say you only want the 14th gate, you bring them in and they have the 14th gate. But let's say that they also have the 5th gate and their 5th gate brings out the detriment in somebody who has the 15th gate on the other end. They're going to trigger, and what they're going to trigger is a negative. Every human being that you put into this matrix, because it is their aura or the synthesis from their aura that is brought in, can impact through trigger.

So you end up with people in an office where it appears that they have a very important job, when in fact, if you look at the way they trigger people that they're triggering so many detriments that nobody else really has a chance to shine, that everybody else literally is forced to work out of a disadvantage, because remember

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something, if you're awake and you're operating correctly detriments are wonderful, they are just a this or a that. It isn't about it being a negative. But when you read those lines from the perspective of the not-self, look out, because if you have somebody that you bring in for a gate and they end up triggering all kinds of negative impact in others, the business itself can begin to go down as a result of that incorrect, in that sense, engineering.

Beginning with the Core

What I want to begin with is this core. You can see that when you're looking at the keynoting you can see that the keynoting is color coded. You can see that what is colored in in yellow you can see the presence of that inside the yellow box that is a symbol of potential G Center quality. By the way, when you ultimately see the program, you will not see these terms: inner flow, discovery, and material, so forth and so on. It'll be quite sophisticated in terms of just simply its presentation. You'll have a complete information bar on the left-hand side that will give you all the data that you will need.

But the key is looking here at the theme material. Now, these themes are written into the center of the graph so that I could give a general direction to the first beginner students of BG5, of which there are very few. Juan Jose is one of the few people that has sat in classes of me teaching this over a number of years. This material only now is really beginning to ripen. What's really a key for me is how important the focus is on what the vortex or the core of the Penta is about. It is about the material.

Penta: A Vortex of Aura

When you're looking at capacity to vision, and by the way they're arrowed in that way because it is a direction. In other words, I'm giving you the direction that the energy flows. Remember, when you're looking at a human body graph, the energy is always flowing back and forth. If you look at the Design of any of the Designs of forms their energy is always operating back and forth. But this is not a form in a vehicle. It's not. It is a vortex of aura, and the energy is moving in a specific way always.

You can tell this by understanding that the heart and core of the physical configuration is the Sphinx. This is about direction. Everything about the Penta is about movement. And the movement is uni-directional like the nature of being itself. In other words, Pentas automatically align to a specific geometry. And when you're looking at the energy of the Penta, what you're looking at is that it's always flowing in a uniform, single direction. It's not flowing back and forth. And that's a real key.

Flow of Energy is always in One Direction

So, when you're looking at this illustration, just remember that these arrows are indicating simply the way the direction flows. Because there are confusing aspects, the 15 flowing down—reliability flowing towards culture, coordination flowing towards commitment—that it doesn't look that way in the graph. And again, when you see the final graphing in the software there will be these gaps between the 15 and the 46, that gap before they reach the actual yellow, this place over here. There's going to be that structure there.

The 14th Gate: Capacity

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So whenever you want to see energy flow, the best place to look is the graph above, because you really see the whole flow and the whole direction that is there. So that's something that's very important. Everything in here is flowing in one direction, always flowing in one direction. And it will help in giving you a better sense of how significant it is what the 14th gate is. It's incredible, when you think about it. In other words, all the potential that exists in reliability and culture and coordination and commitment, none of that works unless there is the capacity. There has to be the capacity.

When there isn't that capacity, when there isn't that 14th gate, then immediately that becomes the problem. In most businesses that just means they're going to be strapped for cash. It doesn't matter how successful they might be, it doesn't matter that they've got all kinds of big orders in the pipeline, it doesn't matter about any of that, they're going to be strapped for cash all the time. And these are the kinds of small businesses that build up enormous personal debt, let alone business debt. But the kind of thing where people are digging into their own pockets to try to finance maintaining what they think is a viable business because they're always hoping that at some point the promise is going to catch up to the reality.

If you don't have the 14th gate, good luck. So understanding how the energy moves is essential. The moment that you see what the 14 is and you see that the 2 lays the entire foundation, because if you look at this illustration basically the reliability and the coordination are something that if you're looking at the graph above are actually down here, and the only thing that's sitting in here on the other side of that 14 is the 2 that opens up the whole foundation of this G field to operate in three distinct ways. So, the moment that we're coming over here to the material, that we're coming over to capacity and vision, we are at the very, very center.

When you go into a business and you do an analysis and you don't have a 14th gate and you say to the people that you're talking to, "You have a capacity gap," that's our language. That sounds very nice, what the hell does it mean is what they want to know. The moment that we're looking at capacity, let's look at something very basic. Capacity is the gate that allows the Penta to take advantage of the Sacral field. Remember that when you're looking at the bottom of this graph, you are not looking at a Sacral Center. That's really, really, really important to get. What you're looking at is the Sacral quality that has been pulled into the aura that's a Penta. And it's the 14th gate that can convert this potential of Sacral energy into directed capacity—the gate of power skills.

How remarkable the 14th gate is, no matter where you translate it in all the various forms of Design. But here, its work is really extraordinary. Of course, it gives an enormous importance to people who carry the 14th gate; it just does. When you look at any small business that 14th gate is the first thing you're looking for because if you have the capacity it means that there is the ability to translate that Sacral power. Now, what does the Sacral power really represent? You're dealing with the fertility of the business, its fecundity. You're dealing with the ability to tap resources. And that means that there is the ability not simply to have a viable cash flow, but it's also the ability to tap into the resources of others. Tap into banks, for example, for long-term large loans, for long-term planning for the business, whatever the case may be.

But it is this very capacity that makes it all possible. This is the place where if you have it, then all you need now is a direction. This material direction is rooted here in this vortex, this relationship between capacity and vision. And it doesn't mean

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anything if you have the vision and you don't have the capacity. You're going to be better off if you have the capacity and you don't have the vision. Because even if you take the wrong step in the direction of your business, because you're not going to know where to go because it's a gap, you're still going to manage to make enough money to keep your payroll, to keep on going.

Look at the way the direction works. The 2nd gate brings absolutely no advantage by itself to the 14. I know, I'm a 2 without the 14, I know the way it works. The power is down here in the 14. It is the key to unlocking the potential of the Sacral energy of the Penta. Until you can unlock that energy there is no real potential for a small business.

So one of the keys for you, and one of the things that's going to have the deepest impact in terms of your ability to influence the decision making of those that are looking at the potential of your services is that the moment that you can see their Penta and the moment you see there's no 14, you have something to tell them that is their biggest problem and it's always on their mind. As a matter of fact, they are caught in the balance between fascinated between what you might be able to tell them and frighten to death about how much it's going to cost them, because they're always strapped for cash.

Obviously, if you're a Penta analyst and you have the 14th gate you've got a funny impact on your clients, don't you? It's just something to consider. It's just very dangerous get caught in that Penta game, but nonetheless, I put that out there because it's a reality.

What we're dealing with here is that the only aspect of the Penta that is fundamentally and specifically material, and remember this is our work, after all, this is the core. The core is this combination of capacity, the ability to be able to tap into what is the energetic aura field that is derived from the Sacral and at the same time to have a vision, to have a direction that that capacity can be pointed at.

Looking at the Surface and the Mechanics Underneath

Functional Pentas that are capable love to have a direction that is clear. This is the magic. You give a functional Penta a clear direction, a clear plan, you send them out in that direction, it's terrific, because they have what it takes. It's always so interesting to think about the way in which we have to psychologically look at a business. We have to see the surface, and the surface is the illusion. The illusion is that you have human beings who have certain experience and certain skills, who have an imperative that they have to work because they have to feed, clothe and shelter themselves. On the surface they have that job because they have, relatively speaking, the skills to do the job. That is the criteria for whether or not their function is something that is suitable. So that's one side. That, for me, is like looking at Einstein's relativity; this is the illusion world.

Then there's the mechanics underneath. In the mechanics underneath everything is different, because it's not based on what your skills are. It's based on contributions of your nature, contributions from your aura into a melded whole. It's really a very different thing. And one's worthiness in our world begins with what you bring to the matrix. If you bring the 14th gate and you happen to be useless at using the computer and it's part of your job, there is a certain leeway I will have because you have the 14th gate and as long as you're in an aura with others they're all advantaged from that. You may be the lowest paid person on the totem pole, and

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you're the one that actually is creating the possibility for all those resources to be tapped.

By the way, I think that you can understand why weighting is something that is very important because when you end up in situations where you have one person that controls the 14th gate and that person is sick, or that person decides to quit, it creates an enormous problem in the business. If it's somebody you thought was ineffectual, "Well, this one's not doing their job very well and I'm going to fire them." And you end up firing the 14, what a problem.

Looking at an Established Penta

Part of our analysis is also to look at the established Penta and see what has been brought to the mix. And to begin to understand not simply what needs to be added, but what needs to be weighted in order to make sure that as best we can there is a relationship between what one brings to the construct as activations and what one does relative to one's work.

For example, in coding the software you will be required to put in the person's name and their job title, or job description. In that way when you're mix and matching and looking at, for example you have an opening that you're engineering and you're looking at maybe 15 or 20 applicants, this is a way to very, very easily go in and out and be able to see clearly what they bring and what they add as well, what kind of balance that they bring.

The 2/14: The Heart and Soul of the Penta

But the key will remain the same for us; the 2/14 is the heart and soul of the Penta. And if you have the 2/14 and there are gaps elsewhere, it's not like you have an enormous problem. It's just a gap that needs to be filled. But when you have a gap in the 14, you have THE problem and it's the only one that is THE problem because you have a material problem. Of course, that's the one thing that none of these businesses want to deal with.

You will discover right away that it's common for small businesses not to have the 14th gate, which is why now in Europe and America, particularly in the United States, has the highest bankruptcy rate in history, and these are all small businesses. Without the 14th gate it makes things very difficult. This is going to be one of your great calling cards. That is, literally you're ability to be able to walk in and say, "I see what your problem is, right away. You've got a cash flow problem." And they're saying, "Yeah, how do we solve that?" Of course, their concept about solving their cash flow is always in products, services, new talents, better sales, all this kind of stuff that's part of the illusion game.

And you walk in there and say, "Well, no, actually to solve your problem, yes we need somebody that is going to be a valued addition to your business in terms of what their contribution is in the illusion of what their job description is, what they're going to be required to do. But frankly, what we're looking for is just to fill a gap. If we bring in somebody who is going to be the office gofer, who is going to be some 18 year old kid just out of high school who doesn't know what to do with their life and they happen to have the 14th gate, you're going to have more cash resources than you had before." That's the joke for us. The art, because I've played around with enough Pentas to know that there is art in this, is to be able to match these skills, experience skills, working skills, with the right qualities in the body graph, and the right qualities in the PentaGraph.

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The 2nd Gate: Vision

So, the first thing that we have seen is that we've looked at capacity. Let's look at vision for a moment. Vision is something that is extraordinary. It's extraordinary in the sense that it is very much a kind of blinder, the kind of thing that you have on horses where they can't be frightened by things on the side of them, and they're forced only to look ahead. Remember, here when we're dealing with the PentaGraph, because of the way in which it exists through this spinning, that all of these movements are uni-directional so that vision is always focused outwards, and it's always focused outwards through a very narrow channel.

You can see that today in modern business and you can see the problem right away. That is, the ideal Penta is a Penta that is focused on whatever that product and service might be, but it is a narrow focus. In other words, what we see in the small business world today are all these various specializations. There's a thing that you do and this is the thing that you work at doing and this is the thing that you make your living with.

However, what we have seen, particularly in the last 25 years with the beginnings throughout this period of what we now call globalization is that these transnational, multinational corporations no longer have anything to do with their root, which was a small business that had a single focus, they made wires or something, and all of a sudden now they're making satellites and boat and they own hotels. In other words, we've gotten into this mode in which the large corporate world carries a diversified portfolio.

One of the things that is so clear about Penta and about understanding the organization of Penta into larger groupings so that ultimately you're dealing with OC16 and you're dealing with large corporate numbers in terms of employees, every single Penta has to have a unique focus, because if it doesn't have a unique focus it isn't going to work. What often happens in small businesses is that they don't know where they really should focus. They don't; they have some ideas, they have a little bit of this that works, a little bit of that that works and they don't really know which one is the one.

This is always going to be the result if there is no 2nd gate. The 2nd gate brings this focus on this one thing. The way in which that happens is that when you have the 2/14 it simply emerges. In other words, the resources are fueling that vision. So, the moment that the vision is fixed there are resources for that vision. So in that sense, the 2nd gate, as it is in all of Design, is that it truly represents this place where you have the deepest connection to our fractal geometric trajectory in life. And the beauty of Pentas is that Pentas are very, very focused.

The Penta is a duality, we have the family Penta and we have business Penta. And they are very different. When you look at family Penta, you see right away the focus. They all have the same focus; every family has the same focus, every single one of them. And ultimately, they all have the same vision which is about what it is to be family, because that's the way the Penta works. It's just the way that it works. There is this focusing. And of course, that means that the basic laws of doing

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business are not what we mess with. In other words, it's not our job to tinker with the way in which people do their business. That's not what we're here for. Our job is to make sure that the best possible aura exists for the success of that business. And that is a natural phenomenon that emerges out of the presence of the 2/14. This establishes whether there is material potential or not.

Gate 14 without Gate 2

Think about having the 14 but not the 2. Here is the capacity but there is no vision. So you're getting a cash flow, but the cash flow is coming in from different areas. There is no real focus. Because there is no real focus, one gets further and further out into tangents until you're running a mess in which it's very hard to understand overall what your business is really about.

Remember something. If a Penta doesn't have clear direction, it wobbles around. Regardless of whether it has the 14 or not and there is the potential resources, it's still going to wobble around, because without that 2nd gate first of all there is no way to focus and second of all there is no release of the Sacral potential into the actual direction. In other words, there is nothing feeding these other processes.

The Upper Half of the PentaGraph: Expertise

It's important when you are looking at the upper half of the PentaGraph that you keep mind that these are three things that are both the same and different. You can have a sense of that through the terminology on the right: future, present, past. It is something that is very, very important in terms of the way in which we're going to be able to do weighting to have the right people.

When you look at the bottom half of the graph you just want it. In other words, you want to make sure that the capacity is there. You want to make sure that the vision is there. When you get to the upper half of the graph what you're really looking at is you want to make sure that you've got the skill people that you need in the right place and that there is enough weighting so that it works. The upper half isn't about energy; and everything about the lower half in one way or another is about building capacity. But everything above the G field is all about expertise. And this is where we're going to need to focus; this is where we're going to have to do a great deal of work when it comes to the engineering.

It's something that I learned in practice in my own experimentations with doing analysis and doing analysis with various volunteers that we've had in the process is that it really is a waste of time to engineer the lower half of the Penta other than to make sure there are no gaps. In other words, the fact that you have somebody on the lower left, somebody with reliability and culture that has nothing to do with what it turns out to be the inner function of the office in the way in which it operates, that doesn't mean anything. But when you go to the upper half in the administrative part, planning and administration, if you don't have somebody there with the skills and the weighting, then you're going to have certain dilemmas because you're not going to be able to do the job as good enough as the potential is there in the capacity.

Basically, what I'm giving you is an engineering key. In other words, what we're looking at is that when you look above, when you're looking to planning, administration, implementation, public relations, accounting, and oversight here is where we're going to have to bring together as best as we can skills and activation. When you're looking at the lower half, inner flow and discovery, that is, reliability to

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culture, coordination to commitment, what we're concerned about there is simply not having any gaps; just as we are concerned with the capacity/vision that has to be there as an essential.

In other words, the lower half is: gaps are primary; we've got to fill them. On the upper half: skills are primary; but, we've got to back them up. So, these are the two sides of the equation in terms of the way in which we're going to look at it and work with it through both analysis and engineering.

The 15th Gate: Reliability

So let's begin by looking at the bottom half of the PentaGraph. In looking at the bottom half of the graph, again look at this small illustration of the original schematic above because what we're going to be looking at first is we're going to be looking at the 15/5. But of course, you can see in this schematic above that the 15 is actually at the very bottom moving towards the 5. Again, this 15 is very, very important. It's very important because it is the ability to pull the auras in.

So, when we're thinking about reliability let's think about that in terms of first of all this channel and what this channel means for us at a larger level. This channel is about the inner flow. What we're going to see is that the left side of the graph is about the physical environment, the office, whatever it may be. When we go to the right side we're going to look at the way in which the business can operate in the outside world. When we're looking at the middle, we're looking at the way in which the whole process of the business presents itself to the outside world.

Down here when we're looking at the inner flow, we're looking at the left-hand side so we're looking at the environment itself, we're looking at the office environment. So, what does reliability mean in that context? Remember something, as we discuss this remember that the 15 is not feeding the 7, for all of us Designers. It's something constantly to remind yourself, it's not. Reliability moves toward culture. In other words, it brings the potential for the culture. But first there has to be, in that sense, the capacity of the 15 to pull in the aura.

What is it actually bringing? Reliability is about being able to maintain consistent energy. Let me put it to you this way. If you take away the 15th gate, you walk into a Penta, there's no 15th gate, there is no guarantee at any time that their ability to be able to service clients, their ability to meet deadlines, all of these various things, there is absolutely no reliability in that, none.

So what that means is that they can end up with a lot of problems in terms of promising things for deadlines, there is simply not the reliability. They may have the capacity and though they'll have to go through getting it done eventually and it's late and whatever and they may never get that client again for a renewal, they will manage to get the job done and get paid. Remember, capacity is an amazing thing to have with vision.

But the fact that they don't have the 15th gate means that they're not going to be reliable and from our understanding by looking at the original schematic above, all that's really saying is that there is no consistent way to keep on pulling the auras into this synthesis. There's just no consistency to that. And as long as there is no consistency to that there is no reliability. It's like the office decides they have to come early the next days to get together to discuss things and whatever. Sure

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enough there are going to be people who you can't rely on because they won't do it. And all of this is about the 15th gate.

When we're talking about reliability to the client, the moment we see a gap here, what we say to them is, "Well, you're having problems servicing your clients and meeting your deadlines." And they're going, "Wow, how did you know that? How can we fix that?" Of course, the way they want to fix it is they want to tinker with their business. "Well, maybe we should do this online and do this and that and the other." Our solution is a very different one. Our solution is, "This is not anything wrong with your business. This is simply about the reliable flow of the necessary energy." And that reliability can be brought into the business very easily. You engineer it; you bring somebody in who's going to bring in that aspect.

Think about what that actually means. You know from Design analysis that if you're somebody who is a 15 and you get to meet a 5 it isn't necessarily the most comfortable experience of your life. You're suddenly locked into a specific flow, and it can be very rigid and hard to break out of. We'll see the power of culture. The power of culture is really something. But the moment that you have this business with the 15 gap, and the moment that you fill in that gap, it's not just like everybody suddenly is going to be reliable, but it's that the whole operation is going to operate through a different flow. Everybody is going to be impacted, and the way the business operates is going to be impacted.

Think about that, it's the byproduct of the Penta, not the individuals. The Penta is going to change. The way the Penta works is going to change. It's not like people are going to decide to be reliable, they'll just end up being reliable. It's not that they're going to decide that they're going to meet their deadlines, which of course, they will in that sense. But it's just they will be able to meet them. Ah, the magic of an aura. The magic of what it means for somebody to bring in this 15.

Our trick is and what I had to learn right away is that it's not enough. We've got to be really good, because you bring somebody in, it might be a freak of nature that they have the 15th gate and they don't have any of the other gates that are possible, they don't have any of the other 11, then you can put them in, it's perfect. But that's not the way it works. They're going to come in, they're going to trigger the other person, or not. They're going to have aspects in different gates that is going to change the weighting or not. Then they bring triggers that are positive or negative, or not. In other words, it's quite a thing.

That's why the key to the practice of this—I just had very extensive meetings with Asi because we're deeply involved in preparing the software. The tools we're going to have is incredible and this very easy way of mixing and matching so that we can get not just the gap that we need, because we need the gap, remember when we're looking at the bottom half of the chart you have to have the gaps filled, obviously. You don't want to be in a situation where there is no reliability. It doesn't matter how much capacity you have.

The moment that there is a gap, remember the first thing that a Penta does when there is a gap is get lost in it. So you have these endless meetings about how everybody has to be reliable and you have blowups and people get fired and it's such a mess, and it's just a gap. So you have to fill the gap. But we have to understand that yes, fill the gap, but what are the consequences. How does it change the overall Penta? We know the positive part of it—the gap gets filled. Reliability is

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something that becomes part of what the overall inner flow and culture of the business is. We're a business that serves our clients well. We're a business that serves our clients on time, blah, blah, blah and on and on.

It's a very, very important thing. And you'll be astonished at how many small businesses that it's one of their biggest problems, and it's just a simple thing; it's no 15. It's not like they don't want to be reliable; they do. I spent so many years on the road and I ate a lot of pizzas. Pizza houses are rarely reliable. You can tell they don't have a 15th gate. They don't get there on time, they don't bring you what you ask for in the first place, and it's cold anyway, and on and on and on and on. It's one of the jokes of small businesses. The longer you're unreliable, the sooner you develop a reputation for it. People lose their jobs about things like this all the time, and it's not their fault. There's a gap, that's all; it's just a gap. So, reliability; in order for a business to be reliable it has to have a consistent inflow of energy.

The 5th Gate: Culture

On the other side of that we have the 5th gate and we culture. You can see that when we're dealing with the 5, the 14 and the 29 we are dealing specifically with the Sacral energy field. So this Sacral field is very important. Both the 5 and the 29 determine the quality of the 14 in many ways. In other words, yes, the 14 is essential for its inherent capacity, and it can operate without either the 5 or the 29. But the moment that they're there, they add and enrich the capacity, so that you finally tap into what is, in fact, a triangle that you can see in the upper image. If you look at this triangle here, you can see that this is where the Sacral field, in a sense, is driving all of this. And this is the three points that are made out of these Sacral activations.

The 5th gate isn't simply about an intellectual idea of culture, and what does culture mean anyway? Let's face it. There is something odd about the Penta. I guess there are many things, but nonetheless. One of the things about it is it has no gate of behavior; but, what is the polarity of the gate of behavior? The polarity is the 15th gate—10th gate, the opposition is the 15th gate. The 10th gate is about individual behavior, individual love of oneself. The 15th gate is about the behavior of the collective and the love of the collective.

So, when you're looking at the 15th gate it's not just simply bringing this reliability, but at the same time, it is bringing this collective behavior quality, and the way in which the collective behavior is grounded into a fixed pattern and habit. Everything about the 5th gate is that it's in many ways the rule maker for how the office is going to operate as a communal environment—how people will deal with each other, how people will be dressed, the way in which interaction with clients is going to operate, the way in which the business is going to be presented to the outside world, the way in which employees are going to relate to each other both in and outside of the business, all of this is being established with the 5.

But more than that, the timing of the business, the basic habits, when it's open, when it's closed, all of these fundamental things that one thinks one makes up, all of this is inherent in the 5. When you're dealing with the culture what you're dealing with is this combination, the reliability and the culture, it creates a behavioral environment that is unique to whatever the combination of that Penta is.

Obviously, there are going to be people who are going to influence that—those who carry the 15, those who carry the 5. And we're going to see that there is a kind of

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quality of them, because again, it's taken from a synthesis of their auras that becomes part of that makeup. But, what's so interesting about the 15/5 is that they create the ideal environment for that particular combination. Again, our concern is we need to fill the gaps. Obviously, if you're going to have the 15th gate and you don't have the 5th gate, you have no way of Sacrally activating and generating the cultural field—the rules, the environment, the consistency of all of that. In other words, what you're going to have is the reliability of the energy being tapped, but none of that energy is moving. It's just maintaining an aura that doesn't have within the environment a fixed culture. So you can end up with people that feel trapped in an office together, who don't get along, who don't really know how to work with each other and work together, and simply because of the 5 not being there. There's no consistency of when people show up, no consistency when they go home. In other words, the culture breaks down.

Again, if you don't have that 5, because it's Sacral it actually generates all of those things. It generates them. So, if you don't have it, it doesn't get generated and the potential of the 15 is having no impact whatsoever on capacity; none. The moment that you have the flow directly impacting the capacity, the capacity is automatically going to align itself to work with the potential in that flow.

The 46/29: Discovery

Let's move over to the other side to the 46/29 where we're going to look at the other side of the process. That is, when we're over here and we're dealing with the 15/5 as you see we're dealing with an inner flow, it's in the inner environment. Yet, every business has to go out into the world. What I mean by that is not necessarily physical, though obviously that's a part of it, the sales of part of any business, the need to go out if that need is required. But one of the things to understand about this 46/29 is the way in which it goes out. It actually has a very, very different basis to it.

Go back up to the original schematic because it gives you a much better sense of the importance of both the 15 and the 46, that when we're dealing with the 46th gate we're dealing with aura stabilization. Aura stabilization is quite an incredible thing, because what aura stabilization does is that more than anything else it breeds what we often think of as loyalty. Where the 15 accesses the aura and brings the aura into the vortex, when you're looking at the 46th gate, it maintains that aura. In other words, it stabilizes it and stabilizes it into something that can be presented on the outside. It is the body, if you will, of the way in which the body of the Penta is being conditioned.

When we look at it in the language of its keynoting, if we go up here to discovery we can see very clearly that the only way that any business is going to operate is that it's going to operate through its interconnective, interactive relationship with the environment around it. Regardless of whatever the products and services happen to be of whatever the business is doing, it has an outer world that it's trying to impact. The advantage of the 46th gate is that coordinates and that coordination is, in fact, the Penta's deepest tantra, if I can use that language.

That coordination, in solidifying the auric body, makes it natural for people to be more corporative in working together without them changing what is their essential personal relationship. Think about that. Let's say you've got a partnership of two people that happen to work in a business together. When they're outside and they meet each other and they don't particularly like each other, whatever the case may

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be, the moment that they come into the office their relationship, in terms of what they personally feel about each other, is not something that anyone from the outside would notice, because they are fully cooperative. And through that cooperation is the potential to coordinate, ultimately, the way in which the capacity works both in terms of how resources are used to maintain the integrity of the inside, and how resources are used in order to impact, or in order to investigate the outside.

But the key here is that it creates a very special human experience of the Penta. In other words, one of the things that we're really offering to businesses is not simply that we're going to improve their bottom line, and basically that's what they want, but beyond that something very special, that is, to improve the inner frequency of the relationship of people working in a business together. The moment that you have the 46th gate you have this stabilizing of the aura, and in the stable Penta aura everybody ends up cooperating and coordinating and doing everything, in that sense, together and it is simply a natural byproduct of that being there.

As I said, you have to fill in the gap. If there is a gap in the 46th gate then you can see that just because you can access the auras doesn't mean that they're stable. And if they're not stable, it means they're going to break up. In other words, it means that people are going to be out of the aura long enough and often enough that there is no Penta left over. That it's very difficult to coordinate anything, that it's very difficult to have people to work together and to work together well without dealing with all of these interpersonal problems and potential upsets, and this and that and all the other stuff.

We're dealing with the working environment from a perspective that's never existed before. So, there is a quality of cold objectivity that has to enter into the way we perceive because if you see things this way then you understand something. That all these businesses with all their problems that get in the way of them being successful, get in the way of them having harmonious relationships, getting in the way of them being able to do things, the way they dreamed of doing them. That it isn't about the people, and it isn't about the dream, and it isn't about anything other than the Penta and its gaps. That's what it's all about.

It's just about gaps, and every single small business problem that you are going to encounter you can associate directly to a gap. It's just the way that it is. The moment that the gap is there, the Penta is handicapped. As I go along here and I'm talking about this, a gap could be here and a gap could be there, you could end up in situations where there are a lot of gaps and you've got a lot of problems that are multiplied. So you don't have the 14 and you don't have the 46, oh, boy, chances are you're not going to make that payroll. And you're going to end up with somebody who just takes a walk, and it's all over. You cannot get that coordination to work so that there is no—and the discovery is secondary to this, in that sense, as inner flow is. It's a descriptive thing for you to think about. But to really understand what that discovery means, discovery is the byproduct of the Penta being coordinated. Oh, you'll discover then. You'll discover what the Penta can do, in that sense, because that's what it's about.

The real thing to grasp is that from the simplest language, to really see if there is no 46 there is little chance of loyalty. If there is no 46 there is little chance of people really working together, and working together well. What you're going to get is each person thinking that all they have to do is what they're supposed to do to get paid. And in the end it just simply doesn't work.

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The 29th Gate: Commitment

When we go to the other side, where that leads to is a Sacral field. That is, what we know of as the 29th gate. Everything about the 29th gate, this is the gate, after all, of commitment. But here we have to see that this is something else. This is the activation that not only flows out of this stabilizing of the aura, but the potential that it will always be stable.

Businesses operate on cycles; all businesses do. The small business Penta is operating on seven year cycles. To really function and to function in a way that is rewarding to everyone that is involved, it's not simply a matter of enjoying that you've got a job, but seeing that you have something else. Seeing the possibility that this is something you can stay with for a long time in your life and something that you can really love to do and stay with. It is this quality of commitment that is brought with the 29th gate.

We will see as we look at these from the analysis, because beginning with the next lesson we're going to go in detail into each of these section one by one and we're going to go down to the lines and we're going to look at the real detail that is there. It is important to see that everything feeds the 2/14. Everything that we're looking at, the 15/5, the 46/29 feeds first of all the 14 and then in its connection to the 2. But the way in which it's going to emerge, the way in which it's going to live out its process as a Penta, this is what's going to be demonstrated above the G field.

Below, we need to have everything there, we need it all. We need the reliability that we can tap into the auras. We need a structure and a pattern in order for the business to have a culture that will allow it to have a flow to it because there is a structure to follow. It's absolutely essential that the aura can be stabilized, that it can be maintained so that people can stand being with each other in closed spaces day-after-day-after-day in what the job world actually looks like. When that is there along with the 29 then there is a commitment that is translated through the channel into a loyalty to the potential future and present of the business. All of that is feeding the capacity, the capacity to tap into the resources.

The moment that you have the 5, the 14, and the 29 as part of an active configuration in a Penta, you have an enormous potential that is there. Now, again, you're going to need all the gaps filled. But how important it is to see the way in which this energy is all flowing into the 14 so that when I first began to discuss the Penta I would talk about inner world/outer world with the 15/5 and the 46/29. I really think it was misunderstood in the sense that the inner and the outer world is demonstrated through the Throat field. It's not, in essence, demonstrated through the Sacral field. But these are the elements that are necessary for capacity. There has to be the capacity for inner flow, there has to be the capacity for discovery and all of those have to be working together with a vision to ensure a material potential.

So gaps are the thing that we are going to be most concerned with. You'll also see, by the way, in the software that you'll be provided with instant gap analysis. You can look at all kinds of groups of beings and really be able to see who can fill in the gaps and who can't, and a way to see that in all kinds of different graphings.

The G Field

The 13th Gate: Accounting

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I want to move now to the field of the G. In talking about it to really see that we're dealing with the Penta in time. The moment that you're thinking about the Penta in time you have to think about some very, very fascinating things. For example, the 13th gate; you can see that the 13th gate, the gate of accounting, and obviously we'll get to talking about accounting purely within the business context.

But, there is something else that is very important about the 13th gate. In the same way that the 46 is a stabilizer of the aura, the 13th gate remembers it. And that's really something. The 13th gate has a memory of the Penta as it is when it's a Penta, even when it's not a Penta. It's one of the things that is very, very interesting in terms of the 13th gate. It is the continuity of the Penta process, and it is the ability to be able to codify that process.

The 7th Gate: Planning

When we go to the other side, when we go to the 7th gate, we're dealing with here is planning, and obviously this logic side is the future, the abstract side the past. Though there is no real logic/abstract in the Penta, it's simply what it's tapping into as elements. It's much more about timing than anything else. In other words, accounting provides others with an example of the past, so that the tax department doesn't go crazy. There is that demonstration of the past that comes out of the abstract. There is the necessary demonstration of the planning and the administration for the future—here are goals; here is the way we have to get there—that has to be demonstrated.

The 8/1: Public Relations

But the true demonstration, the true presentation of the Penta is through the 8/1. In other words, this natural extension of the 2/14; as a matter of fact, I think the 14 and the 8 share the same codon, something like that (Andrea, you tell me), but anyway there is a strange codon relationship between these four gates. Nonetheless, in looking at this what you're looking at is the present. And it is this present that is the public face of the business, this public face.

The 1st Gate: Implementation

You can see it labeled as public relations. But this connection through the center, the 1st gate, implementation, is to be able to take the vision and put it into action right away. If you don't have the 1st gate and you have the 7th gate, then you have vision in which there is no implementation, there is simply planning for the future. So, you're always planning for the future. And the fact that you have the 2/14 means that resources are coming in and they're coming in and they're coming in, but there really is no implementation yet, because there is all this planning that's going on.

The other thing is that if there is no implementation and you have the 13 you can look back over the past and see what you did implement, but it's going to be very, very difficult. So, you're saying to a client, "Well, yes, you were able to do this in the past, but it doesn't necessarily mean you're going to be able to do it in the moment."

Remember, you can't have any gaps. But the difference above is that it's not enough to simply have somebody bring the 1st gate, they'd better be able to implement, whatever the business is. In other words, there has to be a relationship. And this is one of the things that's so important for us to understand. We've got a basic duality here that carves this graph in half. The lower half: fill the

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gap. It doesn't matter what the skills are. It's interesting, but it doesn't matter. As a matter of fact, I would only be ultimately of value when you got to a point where you were building your first OC16 and you had three Pentas that you were working with, and you could sort of mix and match to get a different kind of weighting relative to skills.

The Upper Half: Filling the Gaps with Skills

But the fact is, the lower half, the most important thing is: Have those aspects there, so that there is the most essential thing for our work. And the easiest one to engineer, make sure there's money coming into the business. Make sure that there is a flow in the business. Make sure that there is a commitment and a loyalty to the future of the business. And that's just filling in gaps. But when we go above, here we have the most difficult aspect of our engineering. Here we come to that place where not only do we have to fill in the gap but we have to fill in the gap with the relative skills. Otherwise, it's not going to be effective. One of the dilemmas we're going to see is that we're going to run into little businesses that may have three people and you're going to see that the wrong people have the wrong activations for the upper half and part of your engineering is to bring the right people in who can actually do the job who carry those activations because it is a key to the ultimate success of the business.

Our clients will be satisfied if you can fill in all the lower gaps, because that's all they care about. They care about having enough cash flow that they can keep on going, they can meet their payroll and they can continue to have their work. But, the engineering is that we can engineer a tremendous potential out of that capacity. That's where our skills come in, to align what are the surface skills and to align these surface skills to the gaps that we need to fill and what they represent as part of the demonstrative realm of the business. What you're looking underneath is the whole energy foundation, energy environment foundation along with its material direction and drive. But above you need skill and you need skill in the right places and you need the gaps to be filled. So, when we come back next week we are going to begin to look at, to begin with, the whole demonstration field and how that demonstration field works in terms of what are we looking for at the skill level, and what do we need in terms of filling the gap.

Lesson Five October 14, 2005

The Six Polarities: Capacity/Vision

I went through a very interesting process and that process began in 2000 when I first saw the possibility of being able to give somebody the job of learning this aspect of the knowledge that I was given. Peter and I spent quite a lot of time together and working on this. Basically, it was my job to educate him the best I could with the parameters that I could work with at that moment.

There is something about the way in which my own intellectual process operates that is both mysterious to me because it's unconscious so I don't have access to it. But it's also something else; it's something I have learned through experience as a teacher. That is, there is this compression that takes place any time I teach something when it comes to teaching it the second time. So I end up in situations where I introduce a basic level of knowledge, and when it comes again time to be

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able to teach it, I compress, and it's not like I do it, it's what happens to me, what I taught originally becomes compressed and there is all this additional detail that gets added on to it.

It was my goal from the beginning to try to teach as much of BG5 as I could. Unfortunately, that was not something that worked out in that time. So I didn't really have opportunities to go to levels of the knowledge that I knew ultimately were going to be essential.

Weighting

The other thing is that all of these years have done something in terms of my own experiential depth. That is, I learn a great deal from being involved in utilizing the knowledge. One of the advantages of my early work in BG5 was the opportunity to actually work with various groupings, individuals, businesses and to begin to use the language in practice. But there was something that when I began to look at taking over the responsibility for putting this knowledge out, I went back over what were years of files and analyses and material. One of the things that I realized that was a very, very difficult aspect was the ability to be able to understand, in the engineering, how to weight things. Weighting is going to be one of those themes that are very important for us.

Trigger Analysis

In order to be able to grasp the possibility of how one can truly bring together exactly the right forces, that the level of the knowledge before I began this particular program was not sufficient to be able to deal with the complexity of weighting. The only tool that was developed and to Peter's credit it was a tool that he developed, was the trigger analysis. In other words, to being to understand how in a group, based on norms, how certain people have more positive effect than others, how certain people have more negative affect than others, how certain people are impacted negatively by others, how certain people are impacted positively. Obviously, that is something that is very significant and is important, it is part of the way in which we are programming, or developing our whole software approach.

The Six Polarities

But, there's something else that is very significant. This is something that I'm going to introduce today. I'm going to introduce it in the context of the beginning of looking at the six polarities. The polarity that we're going to begin with is the polarity that is capacity/vision. That is the central vortex, the 2 and the 14. But I don't really want to talk in detail so much about the 2/14 as I want to talk about the fact that in looking at them, and in dealing with them, that there is so much more than simply those two gates and the way in which they connect to each other. And it's necessary to have an entirely new language, if you will, in the way in which we can keynote and the way in which we can understand activations. If you don't really know what's somebody is bringing to the recipe, then you can never truly predict, at any level, what the result is going to be.

The Value of Lines in the Penta/The Meaning of Gaps in Lines

What we're going to look at tonight is two things. We're going to look at the value of lines in the Penta, and the meaning of gaps in lines. You will see that both of those are gateways of a deep capacity within all of you to be able to do analysis at a very, very profound level. Now, this is new in the sense that it's never been introduced before in the context of this work. For me, this is one of the most important foundations for what we're going to be able to do at an analytical level.

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The other thing is I want to prepare you, and I want to prepare you in the sense that it will bring a great deal of insight for those of you who are well-grounded in Human Design, it's really a new insight. But I want to caution you that the values that we are going to discuss are values that operate within the context of the Penta.

So, let me remind you of something about the nature of the Penta. Remember what it is and what it is not, and don't get carried away by the schematic. In other words, there is no Throat Center, there is no G Center, there is no Sacral Center, there are no gates, and there are no lines. We're talking about something that is an auric form. What we are referring to when we're talking about these gates, when we're talking about these connections between them, what we're talking about is the way in which that auric field operates, and it gives us an easy language to pinpoint it.

But, it's important to see that there is a certain disembodiment of these values. In other words, these values exist within the aura context of these lines. And that's something that I really want you to grasp. It exists within the aura context. It doesn't mean it doesn't have a natural root in the being, it does. But it doesn't carry that value until they are in a Penta. So, as they say, without further ado, that here we are and here we have the BG5 Line Keynotes.

[Illustration]

BG5 Line Keynotes

The first thing that I'm going to do is just run up the keynotes for you and just basically run them up. First of all, when we're moving from 1 to 6, Detail is a 1st line theme. Now that detail is something that is very, very significant. You will see that this literally is the intellectual basis upon which a business is based. In other words, detail brings the ability to be able to see what the fundamentals are of the business. And those fundamentals are very important. I want you to pay particular importance to harmonies. You will see that this is something that is very, very significant when it comes to be able to deal with this knowledge in terms of how we're going to apply it.

The 1st Line: Detail

But first let's stay with the basics. Let's take an example. You have somebody who brings an aspect to an activation in the Penta. And they bring that aspect with a 1st line. What that means is that they are bringing the value of that detail to that aspect. Let's say that the 1st line happens to be in the 7th gate, in the gate of planning. Well, that's a very nice place to have somebody carrying the 1st line. It's even a better place having somebody carry the 1st line who is very good at planning, experientially. In other words, the fact that it's a 1st line is going to mean there is somebody who can do the detail of the planning, but more than that, they will do the research, they will dig into things. They will dig into them because it's also what's natural for them to be able to do.

So, obviously, if you have, for example, a business and the business is going to require a certain equation, a certain amount of detail capacity. Imagine what a business is going to be like if within their Penta there are no 1st lines, and I'll show you that later when we talk about gaps.

The 2nd Line: Potential

Let's move from 1 to 2. Now, I also want you to see that if you look carefully at my syntax, the way in which I lay out these keynotes, you'll notice there is a

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tremendous difference between the lower trigram and the upper trigram. The lower trigram is very much about the inner process. The upper trigram is all about projecting the force outward. It's all about outward.

So, when we're looking at 2nd lines, somebody brings a 2nd aspect into the Penta, what we're looking at is somebody who has Potential. Potential can be translated in a number of ways. We can say there is a talent there, or a gift there. But it's a potential. In other words, it isn't something that can be trained. It's going to be very, very difficult to put somebody in a position, in an aspect where they have to be trained and they're only bringing a 2nd line. In bringing that 2nd line to that particular place, they either have the gift or not. They either have the potential or not. So, it's going to make a real difference, for example, if you're going to hire somebody who has no experience in the job, if they're coming with strong 2nd lines to the Penta it's going to be a disaster, unless they're naturally gifted at whatever that particular thing happens to be.

What I hope you're beginning to grasp, is that if you have a functional Penta, you're not simply going to have these things colored in, but you also have to see that certain things are being brought to it and certain things are being left out, because there are going to be gaps, obviously. Part of the dilemma of weighting that existed before this was all laid out, the dilemma was that we can weight, we can put somebody in this place because this place needs somebody, but, without looking at it through the line, and you will see, when we get to what will be your introduction to alpha training, you will see that by knowing the underlying motivation—the Color—of each of these activations we can actually give the alpha specific ways in which to approach each person in their task based on their motivation. We're looking at a level of detail that is very profound, and it's going to make it possible for us to do very, very deep analysis.

The 3rd Line: Determination

Let's take a look at the 3rd line, the bringing of a 3rd line into the aura. Again, it's important to see that these lines, though they are obviously connected and rooted in what we understand as these lines as keynotes in somebody's Design, there is a difference to them. This is what's being pulled only. In other words, in looking at the 1st line you cannot talk about insecurity in the way you can talk about insecurity when you've got a 1st line in a person's Design. This is really about that's what's being pulled from that 1st line aura isn't necessarily all of it, in that sense. Remember, it's an auric thing. What it's pulling is this quality of detail, this is what it brings into that field, this quality for research, for digging, for analyzing, for going in there and crunching the numbers and all of those things.

When we go to the 3rd line we have Determination. Now, determination is something that is very, very, very important. I know that there are some of you that attended the 64 Material Gates that I did in the very first Ibiza event. All I did was I analyzed within the context of materialism, I analyzed all the 3rd lines of all the 64 gates because the 3rd line is the deepest material line. It is about the material plane.

The 3rd line within this context is determination. Determination is of extraordinary importance for a business. The necessity of a 3rd line is so important. Obviously, there's a real difference between the way the Penta takes advantage of 3rd lines. In other words, it becomes a kind of cohesive determination field for the Penta. But at the personal level it can mean problems with errors, difficulties with things, and all the things that can go wrong and the whole discovery process at a personal level.

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However, in terms of the way the Penta takes it, in many ways the Penta takes the very best of the 3rd line, this indomitable determination. I always have imagined the 3rd line as those wonderful sort of blow-up clown dolls. They're usually about the size of a four year old child and they're weighted at the bottom so if you whack them they go backwards and then they bounce back up.

This is the nature of the 3rd line and what you see here in the Penta is that the Penta really takes this determination. What you will see in analysis is if there is no determination there is going to be a lot of difficulties. One of the things that I've never shied away from in my business life, where I'm investing my money and I'm employing people is that I'm surrounded with 3rd line beings because I trust their process. I also trust that material determination of theirs as well. It's something to understand that in order for it to really be a good Penta it has to have these touches of everything but in the right places, where it will work in relationship to the right people relative to their experience.

The 4th Line: Networking

All right, we've looked at the lower trigram, in that sense: detail, potential, determination. Now, we're going to look at the upper trigram and as you can see this is real difference between this inner detail, potential and determination and this outer networking, marketing and leadership. So, obviously, these aspects are really important.

But remember something, because I've cautioned you from the beginning is what you'll see in our analysis is that we're working with the harmonies. In other words, the harmonies are going to be the basis upon which we're really going to be able to be effective, not simply in our analysis, but in any attempt to do engineering.

Detailed Networking

So we saw that if we looked at the 1st line we have detail. If we go to the 4th line we have Networking. So, in the harmonies you can see that this is listed as Detailed Networking. Now, these two things are very important. Networking is not sales. That's something important to grasp. Networking is about being able to maintain viable communication from within the business outward. It is about being able to service more than anything else.

It could just as easily be keynoted as service, but it would take away this aspect of keeping in contact with those people that are essential for the business. Remember that I'm not just simply talking about let's say established clients that need to be serviced. I'm talking about this in a full context; to be able to keep in touch with your suppliers. To be able to stay in touch with your banker, all the various things that are involved in the networking field that emanates out of the Penta.

Obviously, there is an essential value of the 4th line influence in all of this, and networking is something that I remind everyone that this is a very important 4th line value. But one of the things that's very important to see about this networking is that the networking presents the nature of the Penta. You know what that's like when you call up a small business and you have a problem and they're rude, or they don't really pay attention or whatever the case may be, or you get the quality of the sound of the voice of the person that handles those kinds of communication and you can tell right away that they don't like their job and all of these other things that we bump into all of the time.

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The 4th line is networking, it's very, very important. It's not just about being able to maintain these lines of communication, but more than that, it represents the persona of the Penta itself. The customer that goes away saying, "I like dealing with these people. They're nice people," or whatever the case may be. This persona is something that is there with the 4th line. That also means this relationship within the harmony, because understand that the fundamentals of the business, the details, for example, a client is serviced based on details that are established as part of the fundamentals of the business. The network is there to service the client based on what the business is based on in the way the business wants to deal with its clients.

We're going to have a lot of time to work out the depth of these keynotes, but you need to begin like all these things at any level of knowledge step-by-step to digest the basic aspects of what will be your tools. Because from now on in terms of BG5, the language that we use in terms of lines is the language of these lines. So we can finally have a developed language that when you translate over to the client you're not trying to find a different word for what is in fact what we have now, which is the correct language within BG5 context, the correct language once we're familiar with that will be very easy for us to use in our presentation and in our serving language.

The 5th Line: Marketing

When we get to the 5th line we get to Marketing. So yes, here we come to sales. Here is something so important to see, and it's something that I've always understood, because I've been in and out of a love affair for years with marketing. Marketing is a fascinating thing in the way in which that operates. What I've seen as the deepest failure in so many businesses is that they confuse marketing with networking. When you confuse marketing with networking you really end up with a problem.

The persona of marketing is so different; it's always going to be so different than what is the capacity of the network to ameliorate problems, to give the right tone. It's the network that keeps the business together. It's the marketing that brings in new business to be kept together by the networking.

So, they're very different from each other. What that means in practical terms is that there are so many marketers what they bring to the Penta is a 4th line. And it's confused; their ability to network is confused with the capacity to market. They should never, ever, ever be confused. The fact that you can network with somebody, connect to them, have a conversation with them, give them information, whatever the case may be, does not mean you were born to sell it.

When you network there's no pressure. This is not a pressure position. There's only one pressure position in the hierarchy of the hexagram, and that is the 5th line. This is the only line that is ever under pressure. And it's under pressure because it receives positive projection. Which means that doesn't last very long if it's not backed up.

The 5th line comes with the capacity to deal with that pressure. And of course, everything about 5th line marketing that it is rooted in 5th line seduction. This is the ability to call the other. It's the ability to say to somebody "this is it, this is the thing." And when that person "falls for it" and it doesn't turn out to be so incredible, guess who's going to make it all better? Your networker. That other person carrying that 4th line quality, because they're the ones being very kind and listening and

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taking it all in and telling them this and that, and blah, blah, blah and they make it all better, or at least they should. I'd like to you catch that difference, in that sense, between the networking and the marketing.

Potential Marketing

The other thing is let's look at what you have. You have Potential Marketing as the harmony. Now, this is the whole thing that's at the basis of small business success. This is the key to understanding small business success.

When I was in my 20's I was hired by a publishing company and hired to be a publisher for three industry magazines, the kind of things that are not available commercially but are distributed throughout various industries. I was looking after magazines that were concerned with the fashion industry, furniture industry and toy industry, which is a lot of fun, actually. I went to all these great fairs in various places on the planet looking at all these incredible displays of toys, it was quite a delight.

But anyway, part of my job as the publisher was to hire and train sales staff. You can smell somebody who can sell. Most people can't. And there are so many people who are forced by the way in which our economies operate and by the way in which our businesses are orientated, so many human beings are forced into sales. For most of them it is a very painful, psychologically burdening experience. I've watched all kinds of sales people break down, fall apart—how many times in my short career, I did that for a number of years, did I have sales people put in false orders in order just to be able to leave the office on a Friday and not feel that pressure.

Everything about marketing is rooted in its harmony. This is about the natural; it's not something you can train. It's one of the things to see that when you are involved in formula salesmanship, for example, when you're just doing volume business, make 100 telephone calls and sell 2 people. That's not salesmanship, that's simply perseverance because the odds are with you, there's always somebody out there that will buy something. But salesmanship, in the context of a small business normally in Pentas, the person who was able to do the sales is actually supporting everybody else, though everybody else doesn't like that idea. Nonetheless, if you don't have sales you don't have a business. Every business at some level or another has to sell itself.

One of the things that we're going to be able to do, and this is not about being a 5th line Personality, we're talking about the Penta, we're not talking about people. I really want you to get that. But if you have somebody who is going to be in a marketing position that brings a 5th line to that aspect, the whole Penta is going to be more successfully marketed, period. So, it's something to really grasp about this is what the Penta needs. These are aspects that the Penta needs in order to function. It is an essential ingredient.

Obviously, when we are dealing with these 12 different gates, we also have to see that there are specific relationships that exist between specific line values and specific gates, and which gates are going to operate best with which lines. These are things that are the bedrock of us being able to not only analyze in great depth, but to be able to do the engineering, because it's the engineering that's so fantastic, it's the engineering that's so exciting. And to be able to do it right.

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I watched; I've been there and I saw that by using simple trigger analysis and gap analysis, in other words, fill in the gaps and make sure you don't have a situation where you have somebody dominating who makes the whole process negative, it's not enough. It's not enough knowing to be able to give the best advice. And more than that, it was certainly not enough for the alpha.

Remember that a Penta is intended to be guided, that's the ultimate goal. The ultimate goal for us is actually 6 as a number, a full functional Penta with an alpha. One of the most beautiful things about this knowledge is that when we take these lines and we go down to the Color, just think about it for a moment. Let's say that you have somebody who is in networking and they have the 1st Color of fear. Well, that fear is their motivation. So there are ways, not cruel, to motivate that person and you certainly don't motivate them with hope. And you don't motivate them with need, and so forth and so on.

So, it becomes possible for the alpha, not only to understand precisely what somebody is bringing to the Penta, but at the same time knowing precisely how to motivate them. And it's not so much motivating them, is attuning them to their own motivation. And of course, as you'll see, because we will discuss it, there are many different techniques in this kind of work.

The 6th Line: Leadership

Finally we come to the 6th line, the line of Leadership. That's cute, it says "leadership," but anyway let's put an "s" in there. We have the 6th line of leadership—maybe it is leadership, that's kind of cool, isn't it? Obviously, that's a direct relationship to what we would think of as 6th line. But again, you can't think of it in terms of the way in which a Penta operates. You can only think about that leadership, in that sense, for example you have somebody has a 6th line their profile and you can talk about the leadership capacity potential in them if they fulfill their purpose, and so on. But the quality is different.

Remember though, what is being brought is being brought to a specific place, activated in a specific place within this auric form. The fact is that the Penta operates as one thing. It influences as one thing. So, it's not about that leadership only being a quality that is suddenly in some aspect of the Penta, but it's a leadership quality that is brought to the process, the whole thing to the Penta.

American advertising is often so deeply revealing. You have these tag lines on ads. It'll be the XYZ Corporation and then underneath you'll have this line that says, "The leader in..." and there must be zillions of categories because this line is used so often, it's absolutely amazing how often it's use—the leader in this, the leader in that. Every Penta has this potential of carrying this "we are the leaders."

Determined Leadership

We began by talking about briefly this first polarity of vision/capacity, the 2/14 where anything that's possible about a business begins with these activations being there. And just as this polarity is so essential to grasp as the core of what it is for the Penta to exist that when you're looking at the lines, the 6 and the 3, in many ways you're looking at precisely the same thing, because the 6 and the 3 is a quantum that's all about one thing and one thing only. It's about capital, it's about money, and it is about the potential for money.

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It is the potential to trust in the leadership of the Penta that the Penta is going to lead the group to the promise land, or wherever the goal is buried. But this formula, this Determined Leadership, you can see that when the Penta is functional and it's balance, and what I mean by balanced is the distribution of these 6 lines, it's going to be very difficult to be without them. And yet, you're going to have to be without them. It's not going to be possible to fill up all the line potentials, conscious and unconscious, from the members of the grouping. I guess, theoretically it might be, but no I don't even think theoretically it's possible.

Fine Tuning the Business

The fact is that we need to be able to see that line gaps, and that's going to be our discussion later, are ok in certain places with certain values. But we're also going to see, and this is going to be part of our work in the next weeks, is to be able to relate what lines are absolutely essential to what gates. What do you have to have? What is the bottom line of what is necessary? And then you begin to see that it's like one of these crossword puzzles, it's actually quite complex, because, of course, there's a place for all them, and for all of them in various combinations. Depending on the quality of the business, if you've got a four-person business where three people are basically selling and one person is simply organizing and accounting, if you know what I mean, then you're going to want a propensity of the 5-2 harmony. You're going to want to have more of that, weighted more that.

Again, remember I am talking a functional Penta. I'm talking about a Penta where all the gates are activated. The only point that weighting makes any difference is once you begin with the premise that you've got a functional Penta. Then you can weight for skills, then you can weight for capacity, you can weight for those things that are going to make the Penta not simply functional, it's like fine tuning an engine. But we're also going to see that if you have the same little grouping of three people selling and one person organizing and accounting, and those three people are all 4's, which is very common, in other words what they bring to the Penta, then you've got all of these, "Well, I made a great contact today," but nobody is bringing home the bacon and sooner or later it all falls apart, even though it is a functional Penta.

What we're dealing with is the ability to be able to fine-tune this, so that the business that has the 2/14 and can manage to just cover its payroll is not a business that's going to last a very long time. The one thing that the Penta wants is to lead. They want to be a leader. All Pentas want to lead. All Pentas want to market and network. And all Pentas are determined, all Pentas have natural talent, all Pentas demand detail. This is something to grasp.

So when we're talking about functional, we're not just talking about there are going to be no gaps, we're going to have all the gates filled in. That's step number one. That's the obvious, because even in the worst situations this will maintain a business. But then, to really see you have to understand what the goal is of the business. What is the business about? This is what the 1st line is all about. There are many businesses, and I'm only talking about Penta size, where you'll go in and honestly they don't really know what they do. Oh, yeah, they can tell you they do this, but then they say but they do that. What's your overall vision? There is no overall vision. There is this, "Well, we do some of this, and we do some of that."

Line Gaps

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It's something to understand that each and every one of these lines, and ultimately the way in which they operate as harmonies, the quality of these harmonies, and who is going to carry it. For example, when you look at the way in which the Penta is going to be activated, there is going to be certain people that will bring a number of different lines to different places. And of course, you're going to begin to see how they impact in areas that have nothing to do with their own expertise, and to being to see that this, in itself, can create dilemmas.

What you really have to understand is that we have to deal with line gaps. And because we have to deal with line gaps we really have to understand each gate and channel very, very deeply in order to see what we don't need there. And that's really the key of our work together.

The 2/14

Let's look at something else now. Let's go into the graph and go to the 2/14. When we're dealing with the 14th gate, we understand now that the 14th gate is the real key, that the 14th gate is the real resource for the potential of any Penta. It is accumulating the Generator field. It is this very Generator field that is going to drive the way in which the Penta is going to operate. It's going to fuel it.

It also means something else. The 14 represents the potential for cash flow. It represents the potential of resources coming in regularly, that is, of course, if it's defined to the 2. So when you're looking at the 14 and you're looking at capacity and you go over here to the lines, what do you want there? And of course, the way to look at this is that you're always looking at that through the harmony. So, for example, my choice would be an ideal of having the 14.3 there, at least, and maybe, if you're lucky, both the 3 and the 6 there. Then you have built into the capacity is this material determination, this demand for and this power to go after the resources and to do that as a leader. Again, it is the harmony that is so important.

For example, what is the difference then, if you have the capacity and you have the detail? Well, that's simply being able to understand where the resources are coming from. That's what detail would do. Detail in that position is going to investigate where the resources are going to come from. It doesn't say that that's not valuable. But it isn't necessarily an ideal. And what we need to do is go through each and every one of these gates, which we will, and look at each and every one of the harmonies and see which ones are effective.

One of the things that you're going to find very interesting is that when you have an aspect of a harmony in a gate, there are three harmonies, obviously, it isn't necessarily essential to have the other. That's something that is important to grasp. Remember we're not dealing with the body graph. We're not dealing with a human being. We're not dealing with a concretized form; we're dealing with this odd auric thing. Because that's what it is, it's this odd auric thing. And the harmonies here are much more connected to each other than we would think of them in terms of the way in which we experience them in our forms. In other words, there is enough in each to compensate for the other. And that's something that's very important.

For example, let's say you have a business and you've got a gap for the 14 and you have somebody that has skills that are suitable to the business and they come with the 14th gate and they have the 14.3. That's terrific. If they come and they have the 14.6, that's terrific. But they don't have to have both. It would be nice that somebody else might have the 14 with the 3rd line; that would be very nice. Now,

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the other thing is that that isn't necessarily the combination that you need to have for your Penta, because your Penta may demand something else. In other words, there is a tailoring that goes along with that the overall direction is of the business.

First Step: Get to Know the Business

One of the things you have to think about as an analyst is to recognize that it is not enough for you to get excited about the fact that you have a business client. I can appreciate that because it will be exciting. However, the first thing, the most important thing for you is to make sure that when a client is ready to work with you that the first thing you do is you go and visit them at their place of business, that you get a feel for the environment, and then you have them tell you as best they can what they do, what everybody else does, and what the goal of their business is. You need to understand that. You need to understand where they want to go. You need to understand what they think they are and what they think they provide.

You also need from whoever is going to be at the top of that hierarchy that you begin your process with, you're also going to need their guidance so that you can see clearly the roles that each of the participants in the Penta are intended to play out. This is one of the most important things, is for you to understand your client's business. If you don't understand their business, you're not really going to be able to help them because you're not going to be able to attune to what is important for them. So to understand their business, this is something that you have to spend time with.

The other thing is they expect you do an analysis. They're going to be very open once they agree to discuss their business with you. It's going to be very important experience for them, because if you go to people in these Pentas, they never get a chance to talk about their business that way. They're always absorbed in doing their business, whatever it happens to be, such is the material plane. They don't have, ordinarily, a philosophical perspective on what they are really about, what their goal really is. Most of them, it's just "I want to keep on staying in business." And you can already tell that there's going to be gaps there, there's going to be problems in morale, all these other things. So, paying attention to their business, respecting the fact that you want their input, all of these things are very important. But more important for you, it gives you a clear idea of the components of what you are going to analyze. Then you're going to be able to see when you see what they bring to the Penta, you're going to begin to be able to see what their job is, where they activate, and what the lines are.

Now, you're going to discover, because I'm sure that all of you have Pentas that you can look at. One of the things that I recommend after today's class is that you take a look at the Penta through the language and the keynotes that we're going to discuss today, because it's very important to begin this process and really see what's there. You can have the right person with the right experience in the right place with a line that doesn't suit it. That doesn't necessarily mean you move them out. But when you're ultimately engineering the Penta, let's say it's four people and you're going to bring in a fifth, you're looking for somebody that will bring the right quality to that place with the right line that becomes part of the Penta field. It's not like you're changing the person who brought the other aspect, but the gifts of that person, and the gift of the one who comes in and brings that addition quality line wise, the net result is the Penta will take advantage of it all.

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It's the thing, again, to realize. That's why weighting is so important. Why understanding who people are in a business and what their responsibilities are to begin to understand the weighting process and where activations have to be, and what kind of values should be attached to those activations.

The Ultimate Engineering Exercise: Building a Business from Scratch

The ultimate goal is that my feeling is that one day I would just like to do the experiment. The experiment would be that you put an ad in the newspaper for five people, that you're going to hire five people, that you're starting a brand new business and you need five people. This would be from an alpha's perspective. So let's say my perspective, I come up with a concept for a business. Then I do interviews. I engineer based on relative skills and the knowledge, I engineer a functional, perfectly balanced, perfectly weighted Penta and let them get going.

To me that's the ultimate engineering. It's like creating human life outside of its normal boundaries. This is the parallel to in vitro fertilization. This is human engineering and the ability to be able to bring together five people who don't particularly had any previous relationship with each other who are brought together to do something that they never imagined, necessarily, that they would be involved in and all of the end up feeling terrific and enjoying it and being successful. That's something really to think about.

Our dilemma is that we don't have a clean slate. By the way, if you meet any crazy entrepreneurs that they think they have a fantastic idea you can always say to them, let me build your business. That is something to keep in mind. There are many people with ideas and money and they don't know how to build a business, make a business happen, any of those things. This would be the ultimate engineering exercise, to be able to put that together and that's something that ultimately we're going to be able to do. Any of you get a client like that, let me know, I'll help you. That's one of the fantastic opportunities that's possible with this knowledge.

But for most of our work, it's going to be trying to make the best of what we've got. In other words, with weighting every time we can bring somebody in, we can always try to bring certain aspects to certain places that are going to be necessary to bring out the best in the functionality of the Penta.

[Illustration]

BG5 Gap Keynotes

You can see the change of illustration and what we have up here is the BG5 Gap Keynotes. This is something that is so important. It's one of those things that will really give you a viable tool, something that you can work with when you're looking at lines.

1st Line: Lack or Loss of Fundamentals

Let's go back to the beginning and let's go back to our 1st line where we saw this line of detail. In looking at the line of detail, you can see that what it represents as a gap, in other words, let's say that we're dealing with the 7th gate, the gate of planning, and there is no 1st line. So what that actually means is that in terms of planning there is either a lack or a loss of fundamentals. Now, this lack or loss is important. A lack doesn't necessarily mean a bad thing, it's just not there. So for example, if you don't have detail in your planning, that's not a lack, that's a loss. In other words, you need detail in planning. So, you're looking at this double edge. And of course, that double edge gives you the malleability to be able to configure

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things. In other words, in certain areas the lack of detail is not a big deal. In other areas the lack of detail could be very important. So, having a gap there immediately gives you something to think about, lack or loss of fundamentals.

4th Line: Lack or Loss of Clients

Remember we're going to be dealing with harmonies. So here, rather than going 1, 2, 3 I'm going to do the harmonies. You can see that when we go from the 1st line of detail to the 4th line of networking, that networking is the lack or loss of clients. To begin with networking is something that's going to be very important. You can see the service quality in that. Remember, that's not just about being able to service the client directly. For example, if you don't have a good relationship with those forces outside of your business that you use, the things that you get supplies from and this and that, the basic financing, whatever the case may be, the reality is that you maintain your clients not simply by being able to communicate with them, but by making sure that their needs as clients are fulfilled. That's the responsibility of the 4th line; so this lack or loss of clients.

There are certain things, where for example, when you're dealing with the 5th gate, the gate of culture, it's not like this is a big deal there. It isn't, because this is not an area where the lack of clients makes a difference. As a matter of fact, the lack of clients is a nice thing because if you constantly have clients in your work place people are paying attention to things that are not about their work, there are distractions, and whatever. I'm just giving you very simple examples.

1-4 Gap: No Fundamentals, No Clients

What you get to see in the harmony, though, is that when there is a gap, the 1-4 gap represents no fundamentals, no clients. To have a client, it's not enough to have a client; one has to understand one's relationship to the client and the promise that is given to the client. Because, of course, every business makes certain promises to its clients, to its customers, regardless of who they are, and regardless of what the relationship is. There is always this promise. Now, this promise is based on the fundamentals of the business. Number one, can the business make the promise and keep it? Making the promise and keeping it isn't just the detail. It's the ability to network that, they're related to each other. And it is the fundamentals that serve the client. It is the details that are there in the way in which the business operates that this is for, specifically in that sense, to be able to support a clientele.

So when you're dealing with this 1-4, no fundamentals, no clients, you can see that you need to have that in certain places. It has to be in the mix. But it also is saying there are certain places where not having that, where there is a lack of it, is not a big deal. Remember what we're looking at is an overall configuration. And remember that the Penta is operating out of a vortex in which it takes all of this synthesized. The fact is that it's taking it all in as long as it's all there. The gift is to be able to see where there is a problem because there isn't the right accent. And again, that's the whole point of the possibilities of what engineering brings to us.

The other thing is to recognize that we're dealing with harmonies. So, for example in dealing with this 1-4 harmony, the fact is that when one is there it doesn't mean you have to have the other. This is one of the ways that you can engineer, is that you can have the detail in one place and have the networking somewhere else where it is more effective. But again, you don't need to have both in that particular place in order to make it work as long as within the whole that capacity for networking happens to be in the right places.

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I think one of the most difficult things for you is to move from Human Design body graph analysis and then to work with the Penta, because it's so different in the way in which it operates. So different in the sense of the way in which the aspects operate so that you need to be able to see where you can afford not to have something, and where you can't afford not to have something. And that really is what the whole trick is to actually become a really good analyst.

Again, this is a combination of what we will learn together theoretically, but it also is dependant on you understanding the business and the responsibilities of the people within the business. Only that, together, is going to be able to give you the insight necessary to really be able to do effective analysis.

Let's take a look at the second of these gap keynotes. I want to remind you, I'm introducing this to you now so that we can work with this language and we can work with these themes here on out. Again, these are just overviews; we will go into all of these things in detail.

2nd Line: Lack or Loss of Talent

If we look at the second gap harmony, you can see what we talked about the 2nd line potential. Again, potential is something that is very special, because when somebody brings a talent to something, even if they don't know they have it, it doesn't matter, they bring it with that 2nd line, that that talent is more than simply beneficial in the obvious sense that it brings functionality to the aspect, but it also brings something else. It brings innovation with it, or the possibility of innovation, because, of course, the natural is not constrained in the same way that a trainee is. In other words, the natural doesn't know where boundaries are supposed to be or not.

What you have with the 2nd line is that you have this keynote of talent, and you can see that this is the lack or the loss of talent. There are certain places where it may be of great advantage, for example the 8th gate, to have a natural in this position could be something that is very exciting, because they're going to be very innovative in the way in which they're going to do the presentation, or the representation, or the public relationships. Obviously, it also means that there may be a slowness in their development because they're not trainable, in that sense.

So, in your hiring you're looking for somebody with generalized experience in that area, but you're actually looking for somebody that has a natural attraction to that particular area of whatever it is that the business is looking for.

5th Line: Lack or Loss of Reputation

On the other side of this lack or loss of talent when we go to its harmony we go to the 5th line and we go to marketing. Here you can see that with marketing you have the lack or the loss of reputation. Everything about the nature of marketing, for example, if you can't sell your product, nobody knows who you are, nobody buys it, nobody pays attention to what your company is, you're not going to be in business very long, whatever it is that you're selling.

The other thing is that marketing needs to be serviced. I have already discussed the fact how different marketing and networking is. Of course, if marketing is not serviced, the company as a whole can end up suffering in terms of its reputation.

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They promise, but they don't deliver. They promise but they don't service properly. The promise, but, but, but...whatever all the "buts" happen to be.

2-5 Gap: No Talent, No Reputation

So, here you're dealing with where does it belong, where do you put it, where is the ideal place for it to be, are there many? And don't constrain yourself to the idea that, let me put it to you this way; all 6 lines are of value in every single gate. Ultimately, it truly depends on what kind of business it is as to how you're going to weight the possibilities that are there in terms of the lines. And when we're looking at this harmony and we look at it all together, we see no talent, no reputation.

What you have here is, let's call them business laws. You have three business laws: No fundamentals, no clients; No talent, no reputation; No capital, no trust. The whole thing about creating a functional Penta is that a functional Penta has to operate through what are these six keynotes. They must be there; all of them must be there. But how they're distributed, how they are weighted, that's something else. And the very distribution and weighting is the nuance that will make the difference between a business that's functional and just continues to get by, and a business that's functional that suddenly spurts into real growth.

Here we have the magic in that: No talent, no reputation. In other words, you cannot build a business without the 2nd line. You can't build a successful Penta without the 2nd line, at least a 2nd line in the right place, a 2nd line that is going to be productive. You can see without the talent, the net result is that you don't get the ability to market properly. There is nothing more difficult to market than something that just doesn't offer anything to the other that they're ready to grasp at. It takes a certain talent to be able to call others, to seduce others to whatever the products, the services or whatever they happen to be.

So, this is one of those basic configurations, this 'no talent and no reputation,' and you can see from the context of Design the way we look at profiles, you're dealing with the 2-5, you're dealing with lines of projection. This is the deep projection aspect of the business itself. It needs to project out talent, it needs to project its marketing it out, and its marketing is only going to grow more successful as long as its reputation is maintained. You offer something, deliver it. If you deliver it it enhances the reputation of the business.

When we're looking at the 5th line, or the lack of the 5th line, a 5th line gap, if you take a whole business and there is no 5th line in the Penta you know that you have the potential loss of reputation. In other words, this is a business that's going to have a terrible time trying to market itself. It's just not going to be able to work.

The other thing is that if there is no talent, if there are no 2nd lines, then the business may be able to market and may be able to deliver on its marketing, but the fact is that it's not inspired. And the moment that there is any product or service in the same area that brings even a touch of 2nd line, then this business will be immediately overwhelmed and discarded by its clientele because they'll immediately go to the business that's going to have that touch of talent because that talent is so important to the way in which the Penta is perceived and the way in which the work of the Penta is perceived.

3rd Line: Lack or Loss of Capital

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That brings us to the crunch polarity, this is the crunch polarity. It's all about money, honey; and it's always going to be about money, honey. And you can't run a business without money and you can't start a business without money. You've got to have capital. Capital is something that is just essential. If you look at the 3rd line, this line of determination, this wonderful, mysterious, truly mystical material line, that what you get to see is that this is about capital. So, the fact is if you don't have any 3rd lines in a Penta you know right away that you're going to have all kinds of problems with capital. You're going to have a lack of capital; you're going to have a loss of capital. And of course, what happens is if you have a functional Penta and you've got a 2/14 and there are no 3's, then no matter how much money comes it all disappears, literally it just disappears.

It's the kind of thing where you're bringing in money and you think you're going to be able to apply it to a new product line and you end up having to deal with this or that and the capital just seems to fall away, and when you really need it it's not going to be there. It's going to be a problem. So, you begin to see right away that the 3rd line is an essential ingredient to the mix.

The other side of that is the thing to recognize is that some things don't necessarily require capital. The 15th gate doesn't have to have capital as its theme. As a matter of fact, it's much better off if it's into networking than anything else, because the whole role of the 15th gate is to pull in magnetically the auric field that eventually by spinning around the vortex that it forms the Penta.

6th Line: Lack or Loss of Trust

When you get to the 6th, to leadership, you get to lack or loss of trust. Again, you can see that if you've got a Penta and there are no 6th lines there is a lack of trust. It can also lead to a loss of trust. This can be very difficult, because remember, the 6th line is the only line, as the roof in that sense, that has the perspective to look out, to look beyond, to be able to see where it's all going, to be the leader, in that sense. The moment there is no trust in leadership, after all Pentas want to lead, Pentas want to have their direction, they want to be able to fulfill their vision, and they want to be able to perform. Most of all, they want to have material success. The moment that they don't trust the leadership, it's not only that the Penta doesn't trust the leadership, but you go to the other side and you can see that others no longer trust the Penta, and it doesn't mean they're not legitimate. You can have one of these ads in the back of one of these kinds of magazines where you have millions of these weird little ads, and people are always snickering at things like that but people buy into all of the time and not all of them are frauds. You can end up with this lack of trust or you can lose the trust, and if you lose the trust within the Penta that can be very devastating.

3-6 Gap: No Capital, No Trust

When we deal with it just as a harmony we have a basic truth: No capital, no trust. Boy is that ever true. You try to hold on to an employee when you tell them you can't pay them their wages, it's not like they're going to stay. No capital, no trust. It's not that they don't trust you that you might next week, the week after, three weeks later, a month later catch up and pay them, whatever. The fact is that they may pretend they're holding on to the job while they're looking for another one because they simply don't trust that it's ever going to be there. No capital, no trust.

The other thing to understand is that there will never be a trust in the business unless the capitol expenditure is obvious; businesses that do not invest in their

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development die. You cannot run a business simply as a way of making money. Businesses are about employing and creating work and this is for life, after all. It's so difficult on the mundane plane for human beings to find the work that is of value to them. Of course, one of the things that the capital provides, the capital investment in the business and the growth of the business is that it's something that leads to trust in the strength of the business to go forward into the future.

So, here we're looking at these three harmonies and we see that we have these basic fundamentals here, the basic laws so that we can begin to see that we need to find a balance in the engineering of any Penta to make sure that these values are present and they're present where they have to be, and that where there are gaps, the gaps in and of themselves are not harming the overall performance of the Penta.

Look at a Penta you know

Today I've introduced you to a whole new set of keys. The best way to digest this is to really take a Penta and look at it this way and think about it. The Penta that you look at, do the best to deal with the Penta that is one that you have a sense of. In other words, that you have contact with, to the people that are involved so that you can really see not only what it's going to mean for you to analyze the configuration this way by looking at it through the gaps, but you're also going to be able to see it within the context of the people and what they are doing. And also to be able to see the difference between what they are as a Design separate from the Penta, and what happens to the Penta from what the Penta takes from them, which is fascinating to see.

The Penta Only Takes in Certain Aspects

You can have somebody that's deeply chaotic in terms of their basic Design who within the context of Penta brings it its deepest stability. The Penta doesn't take the whole person; it only takes aspects of a limited variety of frequency. You can see, even by looking at the lines themselves that there is a certain slant, if you will, to the way in which they are keynoted. These are qualities of larger values that we understand for these lines. But these are specific aspects, in a sense, or underlying themes being pulled from the line value itself. And also to see that it's being pulled into the synthesis. Remember, in the functional Penta everything is connected, everything is working, everything is operating. This is the whole thing about Pentas. And to realize that because a Penta is natural when it's fully functional is to see that like a complex single definition in Design that everything is there.

Line Dysfunction

So, what comes out is not this aspect or that aspect, but what comes out is the overall quality of whatever that fixedness is. It's the thing to see the most about the Penta, as long as you have all the elements they will always be part of the Penta. It doesn't matter whether there is one 1st line, or one 2nd line, whatever the case may be, the Penta will take advantage of all of that.

The dilemma is it wasn't in the right place, because if it isn't in the right place, having one in the wrong place is going to create a dysfunction. It's not going to create a classic dysfunction, that is, dysfunction via gate; it's going to create line dysfunction. In other words, there really is going to be a problem there and it's going to add to the problems of the business. The moment there is a problem in a Penta that's where all the focus of its attention goes; always. And you don't want to end up with a business in which you have a functional Penta and there is a single aspect that is in the wrong place and the Penta spends all its time worried about it

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and not doing its job. Of course, that is something that can lead to deterioration within the productivity of the Penta.

Lesson Six
October 21, 2005

The Six Polarities: Implementation / Demonstration

I want to continue our process of looking at the polarities, but I'm also going to take this to a deeper level. As we move along now, each lesson I'm going to add more and more analytical introductions so you can begin to get a taste, so you can begin to experiment with looking at and analyzing Penta configurations.

The first thing we have to deal with is the polarities themselves. You can see what I have done is that I have simply isolated just this particular set of polarities, and this is the way we're going to look at them. I'm beginning with the central polarity that is what runs here through the center of the PentaGraph. I'm beginning here because this is the very basis of it. When we go to the concept of the vortex that is there in the original schematic, that vortex is this whole material basis that we call capacity and vision, that is what we are looking at of the 14th gate and the 2nd gate.

I know we've had some discussion so far about the absolute significance of this particular channel. Again, the fact that you have the 2/14 in any kind of configuration, so in terms of the Penta of 4 that's there in Wien that's listening to this, the fact that there is the 2/14 there represents the basis of being able to have that Penta be viable in the first place. Though you're not dealing with material productivity so, your configuration is much more the configuration of a family analysis than it would ever be a business Penta. But the similarity at one level is the 2/14. After all, the work that we are doing is about understanding the material way and understanding how to best to advise those involved in material processes and to have the 2/14 is very important.

The 14th Gate: Possession in Great Measure

The 14th gate, this Possession in Great Measure, let me try to capture it for you in another way. Think about what the Penta is as a thing, a creature, as a thing, as an 'it.' It is this auric field, and it is this rotating auric field. That auric field is pulling information from the auras of those that are participating. It's pulling that information in and the way in which the formation of the aura field works, the way it's controlled by the vortex, the way it spins, in that sense, is that basically what you're getting is different areas of focused information that is being pulled in from the collective aura.

So when we're looking at the Sacral, as I've pointed out to you, we're not looking at a center. We're looking at Sacral potential, and Sacral potential as an energy field. The whole thing about the 14th gate that makes the 14th gate unique in the way it operates out the Sacral field is that it converts this Sacral field to productive energy for the Penta. In other words, it's the Penta's true energy resource. You can never call the 5 or the 29 an energy resource, they're not. The Possession in Great Measure is only there in the 14th gate. In other words, it takes in the aura information and it transforms that aura information into an energy resource for the Penta.

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The 14th Gate is Enormously Important

For example, if you have a PentaGraph and you've got a gap in the 5 and a gap in the 29, it actually isn't going to change the level of energy resource available as long as that 14 is there. Because the 14 represents the core process that the Penta needs to live its life as a Penta, it has to come from this resource of the 14th gate. Obviously, within Penta configuration the 14th gate is enormously important. It is something that all Pentas are looking for. Obviously, as you will see because it will be part of today's work, not only are we looking for the resource, but what kind of resource.

Remember that we're going to look at what kind of resource in two ways. The first way is that we're going to look at the resource, what we're going to begin with, in terms of its line value. And we're going to look at the resource in terms of the line value as opposed to whatever line gaps they are. Ultimately, and we're not going to go to this this semester, we are going to look at the Color of those activations in order to create a directional profile for the alpha that is going to guide the Penta.

The 14th Gate Gap: Huge Material Problem

We're not just simply talking about do we have the 14th gate, that's an obvious. The first thing that you look at with any Penta is the deepest obvious: Is there a gap? If there's a gap, there's a problem. And if there's a gap in the 14 there's a huge problem when it comes to the material way. It is a huge problem.

When you see the 14th gate in family practice it doesn't have that quality of a huge problem. It simply represents the ongoing dilemma of a family always being focused on having enough resources. It doesn't stop them from managing to get the resources. But when you have a gap in the 14 in a BG5, it's a totally different thing. It's a totally different thing because all of that focus, looking for the resources, burn up resources that are not replenished.

It's like this absolutely extraordinary ad that I keep seeing on CNN from one of these giant oil companies. It's a perverse ad to begin with. It's an ad that starts off with "For every two barrels of oil used today, we're finding one." That's what happens to a business when it has an open 14. Everybody begins to focus on looking for the resources which cost money. You've got to pay them while they're looking for the resources. You've got to pay them while they're trying to get a client. You've got to pay them while they're trying to get the deal, and so forth and so on.

It's like those two barrels being used and only one being recovered—as it goes out it's not being replenished. And ultimately this is going to lead to the collapse of any business Penta that does not have the 14. So the first thing that we have to see is that this is indeed Possession in Great Measure. It's clear to me that the ancient revelation of the nature of this hexagram that the very nature of Penta is embedded in that name. This is really where the greatness of the 14 is all about.

If you're looking for a material gate in the traditional I'Ching you will not find a more material gate. This whole obsession with the wagon and whether the wagon is going to be full or not; this deep materialism. And you'll notice, it's not a bank vault, it is this motion mechanism. It is this thing in motion—the wagon in motion, the wagon with all the goods. This is the 14. The whole thing about the 14th gate is that when the 14th gate is present this gives you the first basis of being able to have a

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successful operation in any Penta configuration. This means that there is going to be the resources. That's what capacity is all about.

When I started my professional work in Human Design, when I actually got to a point where I could begin to develop the business side of Human Design it was so obvious to me that being a 2 and not having the 14 that I had the vision, I knew where I wanted it to go, I knew that, as an example, the Jovian Archive Media Player, the JAM Player, the way in which I'm teaching you, all of this has been part of my dream from the beginning. But I had to wait for the capacity. The capacity had to be there. If you don't have the capacity, it doesn't matter what your vision is, you're either going to have the right allies in life, or it's not going to work.

As I pointed out to you, because of the nature of my Design and what I do, I run a business as a one-person operation where everything else that is necessary is networked. So, I don't have to deal with Pentas in any way. The most aura contact that I will have is a partnership contact where it is the relationship of my aura with the aura of the other. But everything else that I do, because of my Penta configuration, I do from a lone situation so that I don't end up suffering from the lack of that 14. I end up forming alliances, partnership alliances with 14s; the very awareness of that has allowed me to understand how I can operate successfully.

So, when you're dealing with a business you're dealing with a Penta group, and there's no 14 you have a real problem then. It is the capacity. They can have a wonderful idea, they can be terrific people, they can really like each other, and they can all have this wonderful dream of doing something together. But no 14 and it's a dream that is going to die because there is no capacity. You have to have the capacity. You have to have the capital. It's all about capital. Like any business, you can only invest in your business relative to your earnings. It took me over a decade to get to a point where the earnings were sufficient enough, that the dedication of investment could fulfill the vision. Capital is everything.

The 14th Gate is essential for the Penta

If you don't have the 14 you're always looking for it. The way I compensate is for that is that I'm a teacher, so I am able to bring in the capacity through my individual work. But in a Penta it would be a disaster; I know, I've been in those situations. In the very early years of my work I remember what it was like to be in Penta configurations and anything that they tried to organize simply did not work properly. It has to be in the Penta, this capacity. And the moment that you see it's not there, this is the first and foremost engineering that is necessary. You've got to fill that gap, because if you don't fill that gap you're going to fail in your job because you're not going to be able to better that organization. So, this capacity thing is really something that is absolutely essential.

The moment you move away from the 14 nothing else in the PentaGraph, that is none of the 11 other gates have the same kind of importance or outstanding importance as the 14 does. If there is a hierarchy in that sense this is the hierarchy, there is this 14th gate and it stands head and shoulders above all the others because it is the basic key, the basic foundation to any kind of material direction.

The 2nd Gate: Vision / The Right Direction

Vision—it is true that you could be in a situation where you have the 14 and you don't have a 2. I've seen many of these situations in which there is money, but there is really no idea of how to do anything with it. For example, you have a small

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company that comes up a concept, a product, whatever the case may be, and the product is selling—they've got the 14th gate—it's not selling unbelievably, but it's selling, it's making enough, the resources are there, the capacity is there. But there is no vision, which means that there is no way to build upon the beginnings of success. There is no way of taking that to another level. There's no larger direction for where that can go and what it can lead to.

I'm the other side, as a vision person I'm always driving the forces forward, moving the direction ahead because that's the whole point. If you have a vision, if you're moving forward, there are all these stages, and as you move you create a wave, you take people along in that process moving forward, they stay within the process. They don't go looking for something else.

If you have that product of yours and it has any kind of value to it somebody else is going to copy it, or somebody else is going to try to take advantage of what that is and go into competition with you. And if you don't have a vision they'll leave you behind, they'll make a better mousetrap. And there goes your mousetrap business.

Vision is one of those things that gives the right direction for the Penta. And it isn't that the vision is about what needs to be done in the moment. That's very important. You can see that yes, this has a relationship to the other polarity, the implementation, public relations, the 1/8, there's an obvious relationship, we all know that from basics in Design, this is the central column, it's individual, all of those things. But remember, this is not an individual. It's a Penta; it's not a person. Pentas don't suffer from individual melancholy. Pentas don't operate in the same way. Remember, they're just taking aspects of information from the auras of those that are there. These are fields of information, fields of energy.

What the vision is all about is the material job, where one has to go to. And everything about where one has to go to sets what one has to do now. And that's the whole thing about the relationship between the 2 and the 1. Obviously, when we're dealing with the 1st and the 2nd gate we are dealing with a fundamental polarity, a fundamental archetype of the yang and the yin. And it's very important to understand this relationship.

If you don't have a vision, you don't really know what to do in the now. You just keep repeating what you've been doing. But you don't really know what to do, because in order to move towards a vision, what you do in the now step-by-step is how you get there. It's the great law of the 9th gate, of the Taming Power of the Small, the law that small victories lead to great successes, step-by-step; a journey of a thousand miles, and so forth and so on.

Without this material direction where the resources can be moved, because remember and we will talk about this in detail, the way resources are used in a business are so important. There are sacrifices that have to be made. Every business has to be able to sacrifice resources to infrastructure. Infrastructure while you're investing in it is nothing but a drain on resources because it can only be productive when it is complete. And yet, in order to be able to have a vision and to be able to fulfill that vision it means that resources are going to have to be diverted to what's going to come online, in that sense, what's going to come into the trajectory as one moves into the future.

Vision gives a sense of Purpose and Direction to the Employees

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One of the keys to this is that when a business has a vision, the employees are much more connected to it. If you're just doing the same mechanical things over and over again as a small group, trying to maintain your little niche thing, whatever your little niche thing is, at some point there is an ennui, there is a boredom. And of course, that's the moment that any member of a Penta begins to have a wandering eye, like somebody looking for a partner.

Vision gives a sense of purpose and direction to everyone in that Penta. And seeing resources diverted to that is so important. One of the things that is absolutely essential to understand is this relationship of how material is used, and this is a 2nd gate phenomena. So, if you don't have the 2nd gate, then you don't have this ability to see clearly not so much what the future is going to be, but the fact that one has to invest in the future, that you have to invest in your employees, that you have to invest in infrastructure. And only when you see that, and only when that is put in place do you establish the real dynamic of why this is called the vortex. And it is the vortex; it's what makes it so special. This is where everything latches on. If you see it within this illustration here, it's out of this vortex that this auric field, this rotating auric field takes its form and its shape. It's out of the vortex.

What this leads to is something that is very, very difficult for new businesses, or small businesses to do. And that is to invest their capital in something that does not immediately bring returns. If you don't have a 2nd gate you've got a business that can't do that. When it can't do that, it is not going to be able to establish this field of energy in which they're going to be able to do anything else but tread water. And that's what the 14th gate alone is, it's capacity. Yeah, you're treading water; you can stay above the surface. But in staying above the surface, what to do, it's not enough. You don't drown, but you're just staying above the surface.

When you're looking at the 2nd gate don't just see it as this vision as a kind of "We're going to be the biggest company in the world. We're going to build franchises all over the country," and blah, blah, blah. This is not really what I'm talking about. Yes, it's part of it at some level. But it's not really. What it's really about is understanding having in place this ability to understand where to go.

One of the most important things that a consultant can do for any business is helping them understand where their business can go to. They don't understand that. They're so absorbed in just staying in business, dealing with the things that seem to be working with them, trying to resolve the problems that get in the way with them dealing with the things that deserve their attention. They're not thinking about what the potential of their business really is. They're not investing in the future of their business.

Remember, if you don't invest in the future, you're not investing in the now. Because in the present not only does the Penta have to be able to finance those that are going to bring in the resources, but they're also going to have to finance the work to build the infrastructure, all has to be done in the present. And this is implementation. To implement the activity of the business, to implement it through the proper utilization of resources to align the Penta to its true direction by implementing the investment of capital in those steps and in the kind of infrastructure that are going to advantage the business.

Obviously, just from this description you can see that if you've got a gap in the 14 you've got serious problem A, and if you've got a gap in the 2, you've got serious

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problem B. It is the vortex. You're going to meet a lot of businesses that are missing one or the other. It'll be very rare, other than a brand new grouping that is interested in working together and perhaps has you consult to see whether it's something that can work would you meet a total lack of 2/14. I can't imagine it because I can't imagine them getting together without some sense of the need of capital, direction, vision, whatever the case may be.

However, you're going to meet a lot of no 2, no 14, one or the other. Right away you can see what the fundamental dilemma is going to be. It is much more difficult to convince the Penta that has the 14 that their real problem is not investing in their future. That's quite a sell, by the way because they don't see it that way. Remember, if there's only the 14 and there's no 2, there's this treading water. They're just keeping their head above, and all of sudden you're saying to them "Well, excuse me, yes, but the real problem that you have is that you're not investing in your future, you're not investing in where you can go at the same time." And they say, "Well, we can't. We don't have the capital." The point is you do have the capital, you don't have the vision.

With Vision Resources will be there to match the Vision

When the vision is there, the resources will be there to match the vision. This is the magic of a functional Penta. It's not like you're looking for a genius to fill that gap. And yes, you certainly want to have somebody who is going to fill that gap that is going to have a creative quality to them. You certainly are going to want somebody that has an understanding of whatever the business happens to be, so that creative capacity in them can have that quality of seeing where the business can go. But what you really want is you want the 2nd gate. If you have to train them, well, you can train them. It depends on the line configuration. But the reality is that the moment you have the 2nd gate resources will move towards infrastructure. And it's amazing what that does. It's really something.

I think that one of the things that a Penta feels, if I can speak in that language, is excitement. Most human beings spend the greater part of their lives, at least a third of their lives, working. Having to get up in the morning and having to do it and having to deal with it and all the things that go with what the working life is all about. When you think about all the people that are waking up in your community tomorrow morning, Saturday is not a great morning to think about, but nonetheless, let's just use it anyway. How many of them are really excited to go to work? That's one of those deeply revealing things about the material plane. For most human beings it's not exciting to go to work. It's probably the exact opposite.

No Measurement in the Now for the Penta

One of the things about the presence of the 2/14 that is a viable vortex is that it creates this quality of excitement, because nothing is measured within the Penta in the now. That's very important to grasp. Nothing is measured in the Penta in the now. It's measured towards: tomorrow is going to be a better day. Tomorrow is going to be a better day because tomorrow we're going to get this and that, and that's going to up this and that, and that's going to open up that and that. And there's always another day, because there's always something coming. There's a place to go, there's growth, there's a dynamic, there's a movement. And all of this creates an excitement. When you're just doing the same thing over and over again, and there's no vision and no place to go, there is no excitement. The Penta needs that.

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Remember, we're talking about something that likes to demonstrate, likes to present itself that's its imperative. It loves to show itself; show off even. It loves all of that. That's what Pentas are about. How exciting. I remember there was always this thing, I've never come across it in Europe, but it's something in North American that's done on occasion in schools where they have days where parents come in and talk about what they do for a living, their jobs. Imagine what that's like, because for most human beings what they do is what they have to do.

The beauty of a functional Penta, the beauty of a Penta that has the capacity and is investing in its future, is that it creates this excitement, and this excitement is a cohesive force. It's a cohesive force and what is this excitement about? Money. It's always about money for the Penta. It's about money. They're excited because investment in the future is an investment in growth and diversity of the business. And it's an investment in the growth of return and income for everyone; it's exciting.

Even if it's not so in the moment, the next stage promises that there is going to be this and that. I don't mean to sound tricky when I say that, but in fact the Penta is a tricky beast. It is the way that it works. And it's one of the most important pieces of advice for any small business that you're going to meet. The most difficult thing for a small business to do is to lay out its first plan, its financial plan. What it's going to do with its money, how it's going to use the capital that it has, how it hopes to see the resources come in from whatever that capital investment is going to be. And to be properly guided, to have both capacity and vision, this is the very core of any successful Penta.

Implementation and Public Relations

The 1st Gate: The Yang

Let's look at implementation and public relations: The 1st gate, the yang. This is all about what you do in the now. What's so interesting about being able to have a vision in place is that when you cannot work on resources in the now, you can work on vision in the now. In other words, what this implementation is about is about the full capacity and vision put into creative action. I say creative because in fact this is the yangest of the energies that the Penta takes in. This is the potential.

Everything about the ability of the Penta to have influence and to be successful is that it needs to be able to present the implementation of the capacity and vision so that it can be visible, it can be seen, and it can be experienced by the other. You'll notice in this illustration that there is this blue dot up here. What I'm pointing to is the alpha key that is here, this blue dot that you see in the original schematic. The thing that makes this so important is that it's the 8th gate that is the true communicator through which the alpha can guide the Penta. This is a very special relationship between these two.

The 8th Gate: Public Relations

When we get into alpha analysis and looking at alpha techniques to motivate the Penta, we're going to see that this relationship here is one that is very, very important. Because it is the 8th gate that is going to be what the reputation of the business, in a sense, the way the business is going to be perceived by others. More than that, it's the way in which the perception that the others are going to see the way it's honed to be a propaganda agent for the Penta. Remember the 8th gate also has the line of the phony. This is about the need to integrate, in that sense, to be able to assimilate at the highest level and for the penta to be able to operate correctly how it presents itself is so important.

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Public relations is many things. Public relations is everything from the behavior of the Penta when it is dealing with outsiders, with those that are suppliers, with those that are customers. It has to do with the way in which the Penta communicates with the outside world, the way it communicates to clients, the way it presents itself in marketing, the way it presents itself in advertising, all of this is in the 8th gate. So, here when we're looking at this column this is the spine of the business. This is what it's all about. It's right here, right down the middle, this is the spine of the Penta.

14-2-1-8: Spine of the Business/The Material Present

Of course, it's kind of funny to talk about something as odd as a Penta auric field and talk about it having a spine. But the reality is that out of the 2/14 this is the purest expression out of the vortex. In other words, this movement here is a natural movement. Remember, Penta has very specific movement. So, here the energy is always moving like this. It doesn't move like this. It doesn't work that way. If there's a gap, there's a gap; but, there is always and only this movement.

Again, when you're over here obviously you have this turning movement below. But everything is moving upward and this being the central field is telling you the whole story of what you need to be able to see in a business. The capacity has to be there, that means there has to be capital. The capital is either based on one or two things or the combination of both. Either there is a financial resource that can be tapped into as the business begins, or the business is simply going to begin dependant on a product or service that it has already started to market and sees that there is a response to that. So there has to be resources in that sense.

The fact that the 14 is going to be there means there is going to be the ability to tap into the resources in one way or another. Then we see we have to have the vision. In other words, that the way that the resources are utilized, that the capital of the business has to be invested not only in the business of the now, but the business of the vision of the business and where the business can go.

The 2/14 without the 1st Gate

Then you move to the 1st gate and the 1st gate implements. So, think about it. You can have the 2/14 but you don't have the 1, so you've got this great vision about where the money should go, but it doesn't get spent. It just doesn't get spent. It goes out in the normal whatever expenses of the business are going to be, but it really doesn't get spent on what supposed to be spent on. The other thing is, when you have a gap you tend to throw money at it as a business. So, you end up in a situation without the 1 that there is all this investment and implementation and it doesn't work. This is just something that can happen.

So, for example you've got this vision that you're going to build an infrastructure and let's say that it requires you to develop a certain software and you don't have the 1. So, you know right away that the moment you start investing in a programmer that programmer is going to be a deep disappointment, unless that programmer happens to have a 1 and you pull them into your Penta, the reality is that without the implementation you're just going to throw the money down the drain and you're not going to get implemented what is necessary.

Pentas cannot afford any Gap

That's why we talk about functionality. You cannot afford in a Penta, in any place, to have a gap. So no matter where I'm going to go to describe the phenomena of what

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a gap is going to lead to, please understand that that's true of any gap because a gap is a problem. And through that gap there is going to be all this money that's going to be spent.

A Penta without an 8th Gate

It's like not having the 8. So you're implementing everything, you're implementing the vision, you're putting the money in the right places, you're investing in your employees, you're investing in your product line, you're investing in the functionality of your business, but you don't have the 8, so nobody knows. It's not being marketed. So you end up with a kind of slow, but efficient word-of-mouth business, because you do have the 2/14, it's there. But you don't make that breakthrough into that larger market where overnight you go from selling 10 widgets to selling a million widgets. All of that is about public relations and marketing.

The Central Column is the Basic Structure of the Penta

So, when you're looking at this central dynamic, you're really looking at the core of a business. So, our situation, our job, you get called into a new Penta, let's say three people. They've got an idea; they've got some money, some savings, whatever the case may be. They think they have something they can sell because they've already done the thing as an idea for others and it seems to work. So, they form a little business and you walk in. You look at this column in the center, this is all about the training of the I, because here you're really seeing the real center of the whole process. And you look here at this central column. The moment that you see gaps anywhere in the central column, the basic structure of the Penta is dysfunctional.

If you have all of this down the center and there are gaps to the side, yes, these are things where they're throwing money away and it can be fixed and it's not a big problem and you can solve it. But, here you can't wait to solve it. You can't say, "All right, you can get going." You can't get going. Because the moment you're really going to have gaps here you're going to have real problems.

It may be the kind of thing where you have a small group that basically what they're capitalizing is the development of a service or product that's going to take time before it gets to market. So, if you're in a business like that and there's a gap in the 8 and there is no public relations, that isn't necessarily a bad thing for that specific business, but by the time they're ready to put the product out into the market place without that 8 they're going to keep on being stuck in the development and research phase and never really getting it out. And all the implementation is implementation in the now for something that's only going to be productive in the future and no publicity that is able to be able to pre-develop or begin to develop that market. So looking anywhere here you're going to see that there is this fundamental dilemma that is there in the core of the business. And this is the core.

Looking at the Values of each Person in a Penta

When you're recruiting and this is one of the most important parts of our work in terms of engineering, we're looking for a lot of qualities, we're looking for what we can get, what we can fit into the dynamic of the Penta. The moment that you've got one of these basic gaps, let's say that the 2 is missing, or the 14, it doesn't really make a difference, something really fundamental in the vortex. Remember that if you bring somebody in and they're going to have one or the other of those, they're going to make the difference, that actually gives somebody from the outside a tremendous amount of ultimate power in terms of the way that Penta is going to operate, because that person coming with the 14 is going to change the whole

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dynamic. It's also going to bring in resources. They're going to feel a sense of importance because there was this struggle before they arrived.

It's something important about the way in which Pentas need to operate that the education of those that are going to be participating in this program, for them to be very clear about that it's not them personally. If you bring in somebody who happens to be the person that's going to type all day, just somebody imputing data, and they happen to have the 14, the business is going to be more successful but it's not because necessarily that their imputing of the data is going to make it successful. What's bringing in resources is that they've changed the nature of the Penta.

Of course, this gives different values to people as we look at them within a business configuration. In other words, we're so used to measuring people according to their productivity relative to the role they have. And relative to the role they have, we look at their productivity and we suggest that they're making a contribution to the whole. But in fact, when you look carefully underneath through the PentaGraph you see very clearly that those that may not be considered to be important to the success of the business are actually instrumental in the success of the business, and that's quite something to keep in mind.

The other thing is, when you have a situation in an early Penta, somebody who wants to start a business—it could be a business in action, but it's more likely with a start—that to bring somebody in that has the 14, you can't just bring in somebody who's going to be a pencil pusher because they have the 14. You really have to understand that anyone who is going to bring in fundamental elements are going to have to be a real part of the long-term goal of that Penta, because what they're bringing is so essential. And what they're bringing is the bedrock upon which the Penta is going to operate. So, rather than three people looking at bringing in a fourth as a kind of employee of the three—you're coming in later, we had this idea first—you have to get them to understand that they have to bring in somebody who they're going to see is an equal. They're going to have to bring in a quality that they would see as suitable as a contribution to their Penta, along with what they bring in terms of the aspect that they bring.

The Need of a Common Sense of Value of each Person

Of course, if you bring in somebody who is a minor player they may not necessarily stay long enough. Each unique being has their own dream. The whole thing about most small business and one of the things that is very clear to me about the potential success of any Penta is when the members of the Penta has a common sense of value. In other words, they recognize each other's specific contribution to the whole. And that the more they are involved in benefiting from the success of the business, some kind of way in which they share in the profits of the business, or however that is worked out in any configuration, the more successful that Penta is going to be.

It is this common purpose to materially enrich themselves that if they can see both from their surface view of competency and your view for them of what is essential, to begin to have a deeper respect for each other and the quality of the contribution that they truly bring. This is something that can be very enlightening, pardon the expression, in an esoteric configuration.

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Filling the Gap with Quality and Importance Relative to the Gap

What you're looking at in the power column is something that is best exemplified by these two keynotes. This is the material present; this is the very life force of any business. And to begin any analysis, if there is no gap here you already have a business that you know you can work with and help. No question. But if you've got a small business that's starting and there are gaps here then the quality and the importance of who you bring in to fill that gap and the recognition of the need for the other to be brought in to fill that gap is going to be one of the main things that you're going to have to deal with with this client, whoever this Penta happens to be.

This is a big thing. It's less so when it's the 8 and the 1. Again, if the 2/14 is there you do have the necessary resources and vision to maintain the business and have a readiness to do what's necessary. But again, if there are gaps here there are going to be limitations on what you're going to be able to do with the resources and the vision that you have. But that's something that can be ameliorated with less impact by bringing in an outsider. For example, you don't have an 8 and you bring a marketing person into your business. It makes sense in that. You don't have a 1. Well, maybe you really need an office manager, somebody who is in charge of implementing the way things should operate in the new, and the way things should operate in terms of what energy and what dedication has to be made to the future.

That's less of a dilemma than having the openings in the 2/14. A business that has an opening here which is a small business, let's say three or four people who are just starting, that's a real dilemma, because they're going to have to bring somebody else in and they're going to have to be able to bring somebody else in under the same conditions that they were all there together. So, this is going to be one of those cases where you're going to really have to do very, very strong presentation of the material, but more than that, the moment that you're hired to actually do the engineering what kind of an effort you have to make in order to get the right energy, the right being to come into this situation both in terms of the way they're going to be accepted by the others, and what they're going to actually bring to the central column. But here, is the beginning of where your vision needs to be pointed, what you need to be looking at the moment that you're looking at any particular Penta configuration.

[Illustration]

Don't Confuse Penta Line Values with Rave Chart Line Values

I've added some information now to our column so that I can begin to look at some of these basics of analysis that is essential to the work that we're doing. If you remember from last time, first of all what we're looking at are six different values in terms of what we can call lines. Remember, we really are not dealing with channels and gates and lines as we understand them in an individual. Again, I keep on repeating that because I think it's very important always to keep that in mind. This is taking the quality from it. That's why, for example, that though the lines are similar in a sense, the aspects that are taken from, let's say you're somebody that comes with the 14th gate and you happen to have the 1st line, what's really being taken from that 1st line quality, the main theme that's being taken from your aura is the detail quality of it. This is the main thing that's being taken.

In other words, if you're thinking about lines values when you're looking at the PentaGraph, it's better to think about them as if they were profiles, in a sense, this kind of generalized overview theme rather than thinking about what the specific of the line is that comes from the individual. It's very easy to get confused, it's very

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easy to see somebody with the 14.1, money isn't everything, that's the line, and try to bring that into this, into the Penta. The Penta isn't going to take that—money is everything for the Penta—so, the Penta isn't going to take that. What the Penta is going to take is the 1st line ability for detail, that's what it's going to take. And it's going to take detail with the 14 gloss.

In other words, this capacity that is there, this deep resource that is there and here all the resources are going to be detailed. There is going to be a real foundation, there's going to be basic resource fundamentals that are here. And of course, business fundamentals, the flow of capital, the way things operate in terms of the business itself at a financial level, all of that can be embodied in that detail.

It's the same thing for the 2nd line. This is not about shyness; this is not an aspect that is being taken by the Penta. Again, the Penta is taking qualities from what we understand as lines, but it's only taking certain aspects of those lines, certain qualities of those lines. So what it's taking from the 2 is its potential, that part of the 2nd line when we talk about when we say that somebody can look in and see somebody's 2nd line and see that there is a potential gift there, that there's a potential talent there. And it's very much a theme of talent. So somebody who comes in with the 14th gate with the 2nd line you're looking at capacity potential, you're looking at capacity talent, you're looking at resource talent.

Again, it's very important to take these themes as they're given to you and be very, very careful about not confusing what an individual line value means in somebody's Rave chart, and what that line is going to mean when it's taken by the Penta from the aura and pulled into the Penta complexity. What happens is that there are only certain aspects of it that are taken. When you're looking at any of the ways in which the aspects are going to be activated, in other words, when you look at the activations that are going to be there, let's say, in the 14th gate, it's clear that the moment you have an activation you also have a lack of activations. That is, you can see the gap keynotes, in that sense. In other words, what is lacking.

Lack and Loss

I want to give you a rule here about lack and loss, because lack and loss is something that is a kind of polarity. The lack is: there's not enough of. The loss is: it's not there. So, this is something to keep in mind. Let's say we have somebody who comes with the 14th gate with the 1st line. That also means that the other five lines are not there. One of the things about engineering is that we're always looking for weighting. In other words, the 14th gate, it's really nice that you have two activations to the 14, or maybe three. Or maybe you have somebody who has it both Personality and Design and somebody else has it whatever, so you have three or four in there. In other words, one of the things you can do in engineering is you can weigh the capacities that are there.

The other thing that you have to see is that if you've got somebody who is a 14.1, it also means there's going to be a lack of 2 and a lack of 3 and a lack of 4 and a lack of 5 and a lack of 6. And if you've got a gap there, all of that is missing. All of it is lost, it's just not there. So, you have to be able to balance where you absolutely need something and where you don't particularly need something. In other words, you might want to have a 6th line in let's say the 8, as an example, and it's less important to have the 6th line in the 14. As a matter of fact, if you have the 6th line in the 14, you've got somebody who wants to be in charge of being the leader of how the capacity is utilized and it may not, in fact, be their job.

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Remember, that; that's one of the oddities of this science of reading businesses, is that the person that's carrying a specific gate isn't, what they bring to that gate isn't necessarily what their job is within the Penta. This is something that happens a lot. It's one of the advantages of engineering, that you can engineer it so that the right people bring the correlating aspects to the right places. Then you have a beauty of functionality that's at work.

The most exciting part of our adventure is to get a point where you engineer a Penta and it begins to grow, because the moment you have an engineered five-part Penta it automatically wants to grow so that it has a polarity, another five-part Penta. And the moment that you have those 10 beings, again it wants to grow. This is the whole build up, the whole process to get to the OC16, to get to this configuration of three Pentas and an alpha. Then you can begin to see that engineering at that level gets a lot easier. In other words, you can really put people exactly in the right place with exactly the right aspects and that's the advantage of working with a lot of numbers so it makes the jigsaw puzzle easier, in a sense.

When you're dealing with small Penta groups it's not so easy. That's why the ideal for us is three people starting something, because being able to engineer the other two people is going to make an enormous difference. The same thing can be true with a group of four and you're going to engineer the fifth, but you're going to have to be a lot luckier in your hiring to be able to really make a significant difference not only in filling in a gap if gaps are there, but also in the way in which they are weighted in terms of the way in which their lines operate.

Analyzing the Illustration

So, we have this configuration here. And this is a set up so that I can give you what is just a very brief, a little overview, but I want to give you a sense of what it can be like to look at, for example, this column. You can see right away in this column we have the 14th gate and it's activated twice. Here we have the 1st gate and it's activated twice, and you can see that there is a double activation, what is in fact a Personality and Design that's also there in somebody's else's whatever—I just made this up, it's not from a chart. Then you have somebody who is activating the 8th gate and they have the 5th line. But there's a gap in the 2.

So, let's begin. From what we know so far, again we know that this is the whole spine of what the Penta is and the first thing that we are aware of is that there is a gap in this column. And the moment there's a gap in this column, and in this case a gap within the vortex itself, we know there is a problem. The problem is that there is no vision, that there is no real direction for the business to take. There is simply a business that is capable because there is a 1st and 6th line, to tread water. So, right away we know we have a basic dilemma and the dilemma is that we're going to have to bring someone in.

This is 3 configuration, you can see the difference in the color in here—there's sort of a brownish, greenish, and then there's a pink, so I set this up as if there were three people in that Penta. Here you would obvious need to bring in somebody who is going to bring in that 2nd gate. Again, remember my comments from earlier how important it is that they are properly integrated into the business because this is such an important gap. And the whole dilemma here, because you can see there is a lot of functionality here, there are the resources, but the gap is an enormous problem.

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The gap means that the resources are not getting to implementation. The only thing that's going on is that, for example, the public relations is like putting an ad in the newspaper and you never change the ad. If you never change the ad eventually nobody sees it. We're attracted to what's different, that is the nature of our genetics. So you end up with a business where there is no vision, there's no direction, so you end up this very, very boring presentation. This lack here of this vision means that the resources—the moment that the 2 is there, there's actually going to be more resources available, because everything starts to flow. Then there is an implementation that can take place of the vision that leads to the marketing that expresses all of that.

But there's a gap. So you go in the door, and you sit down with them and you say, "I know your problem, it's very clear. You don't know where your business is going and you don't know how to get there. And you don't know what you have to do to get there. And right now all you're doing is taking in just enough money to keep yourself going. You don't know how to present your product to the outside world. You're not able to do that to a point where it is increasing the viability of your business. As a matter of fact, you've all been sitting around wondering whether or not this was even worth while." Just like that, because it's a gap. And it's a big-time gap. And you know right away what the problem is.

A Penta is a Moving Thing

Remember, this excitement business. Everybody will sacrifice at the beginning of any business at any venture. They all will, they know they have to. But they need to see that there's somewhere to go. They need to see that something is happening. They need to see that there is growth, that there is a movement forward. And the Penta is a moving thing, this wagon.

So the gap immediately gives you a way to express to them in their language what the problem is right away. But there's something else. They're going to say, "Well, how do we fix that?" And you say, "Well, we need to bring somebody else in." "Bring somebody else in? I don't know if we can afford that."—and all the other things. Again, this is where you have to be able to do a really good presentation for them to really grasp it. It's not easy.

Remember, when there is a 2/14 problem you have a real job convincing because they're afraid. These are the kind of people that are afraid to invest in somebody because they think it's simply going to be another expense. The moment that you bring somebody into an environment and unconsciously you're considering them to be an expense, they're never really going to be a success for you, they just won't.

Line Values

Let's take a look at some line values for a moment. Here we have this delightful 14. We have two activations of the 14 coming from two different people; this is very good always. Whenever you're dealing with essential aspects like the power column, weight that power column so that the ingredients are there. Let's say that the one that's bringing the line 1, they have to leave because of this or that, they have problems, they get ill, whatever the case may be, whatever the story is, whatever the circumstances are, you don't suddenly lose your capacity and resources because you've got the thing weighted.

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But the weighting is different. You have a 1st line, detail, and you've got a 6th line, leadership. And you can bet that these two beings bring a certain tension here, a certain tension as to who really should be pointing where the resources go. Now, that's minor. The fact is, what they're really bringing as a Penta phenomena, is that they're bringing detailed leadership, fundamentals you can trust, fundamentals of capacity, of resources that you can trust. That gives you a tremendous foundation to build upon, but then of course, you have the gap.

Here is another example. Let's look at this example from the other side of it. Let me go to the 5 for a moment because that's a really good one. Here you have one person who is bringing the 5th line of public relations. The 5th line is marketing. Of course, I put that there because it's so perfect. Here's one person that's carrying exactly the right configuration, it's the perfect place for this marketing aspect. As a matter of fact, it's the perfect place for either the 5 or the 2. The only difference with the 2 is that they're only going to be as good as their gift is. You can't train them. They really have to have a gift for it otherwise it's not their thing.

But the 5th line is perfect. So, you're not going to mind that there is a lack of leadership or networking or whatever. You can find those things elsewhere. Here you've got marketing exactly in the right place. This is where engineering is something that's so important. Let's say that the person that brings this is not doing the marketing. And you're going to get this a lot. Now, that doesn't mean that the marketing is less successful because they're not doing the marketing. But the marketing would be much more successful if the person that was bringing the 5 was also involved in the marketing. That's something to easy to adjust when you're dealing with an OC16 or large corporations or large businesses. Not something so easy to adjust when you're dealing with a small business.

If You've got the Right Thing in the Right Place Everything is OK

Remember something, as a rule of thumb: If you've got the right thing in the right place everything is ok. It doesn't matter whether this person is no specifically involved in public relations because after all, we're not talking about that specific person; we're talking about the Penta and the way in which the Penta operates.

It's just easier to deal with a perfect functional Penta, if you know what I mean. To have the marketing person who has the 5th line who's in this place, that's an ideal. Obviously, if you're engineering, you can always shoot for these kinds of things, to have the right values in the right place. It doesn't mean you're going to get them. In most cases you end up accepting what you can accept, because the most important thing is go gaps. Obviously, you can see that all functional Pentas are going to operate at different levels of functionality. In other words, you're going to have ideal situations, you're going to have situations that are not ideal. It doesn't mean that the Penta fails because of that, because the person that has the 5 is not in sales. It doesn't they fail at that. It simply means that they are not going to have the same potential that they could have if it was the right person carrying the right information.

So, one of the things that you're going to need to look at carefully when you do your workup so you understand who's in the business, what they do, what they bring to the business, what their dream is of the business, when you do your workup to be able to see what they bring and whether there are correlations that are viable, whether there are areas where what they bring is suitable to what they do, or

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corresponds to what they do. That's very helpful in terms of giving them guidance in their job.

In other words, it makes it a lot easier. Let me put it to you this way. If the person that brings the 5 here, this 5th line marketing to public relations is not the public relations person, then the way that public relations and marketing has to be dealt with as a Penta phenomenon. In other words, the whole Penta has to be involved in it. Obviously, that takes time and scheduling. The whole Penta will get involved with it. But that will take a certain amount of control over how the decision is made and all of these things.

But that's the consequence of not having the person that brings the activation being correspondent to what it is. You can see that it changes the strategy of how the Penta is going to be motivated by its alpha. In other words, the way in which the Penta is going to be guided. If you know if your marketing is something that the whole Penta has to be involved with, you can't just talk to one person. And it wouldn't do any good talking to this person that's actually bringing that aspect. But if your marketing person also brought this aspect, then you could just focus on motivating them and not concerning yourself with involving the whole Penta in that process.

This is something very important to understand. If we're looking at the 1st gate, here we have an example of three different lines that are being activated. What's a 1 all about? It is about implementation. We have determination, networking and leadership. Now, there's nothing wrong with any of that, but what's missing? There's no marketing there. That's ok, you don't need marketing there. There's no real talent there. Well, but then again, if there is a lack of talent then you're making up for it with determination and networking and leadership.

But there's also a lack of detail. Detail is something that is very important to implementation. You've got a harmony to it. Remember, harmonies are very important in the way in which a Penta operates. So, the networking itself carries a quality of detail. If this was an important person in the business this is like, ok, the deep, deep detail isn't there but through the fact that the networking is there, there are going to be the clients. So, it's going to be one of those things where the alpha is going to have to keep its eye on what's not there. This is separate discussion when we go into alpha dynamics and how to be a leader, how truly to guide an organization and to guide them correctly so you know precisely how you need to see what needs to be motivated, what needs to be worked on, where you need to pay attention.

The fact is that this area of the 1, the alpha is going to have to keep their eye open on the detail. Are the fundamentals being looked after? And of course, there are ways to compensate for it, there are ways to deal with that because you're going to have 1's in other places, and you're going to have this detail capacity that is going to be there within the Penta that can be drawn into it.

So, for example, the resources are going to have to be pointed towards more detail development, that kind of thing. But again, you're going to have to weight these things, you're going to have to look at them. Engineering is an extraordinary thing. I want you to understand that you're at the same threshold as genetic engineering, because this is what this is. This is engineering. It is the most complex of all of the configurations of any kind of knowledge in all of the information that was given to

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me. Because we're doing something quite extraordinary here, we're building a creature. We're building one, that's the potential, to build one that operates correctly.

You can see the dilemma. The business that hires you, you get what you get and what you're hoping for is that there is space so that you can really do your work so you can really bring about the functional Penta because the functional Penta is going to be a real star because that functional Penta is going to do well. And everybody in it is going to be excited by it, and everybody in it is going to do well in that process. So, that's the part of the work that's so exciting, but it's the part of the work that really requires a deep knowledge base.

Lesson Seven October 28, 2005

The Six Polarities: Culture / Reliability

This is a wonderful illustration that was sent in by Nicole Neubauer, Andreas' partner. It's a great picture. It's an American football huddle, it's a Penta and you can see this green football, this green football with a dollar sign on it. Here's his quarterback in his business suit. On his helmet you can see that he's wearing the number 14. It's one of the things that I've always understood about knowledge, and what I understood what happened to me when I was seeded with this knowledge that I was not alone in being seeded, that everybody was seeded with the knowledge. There are things that lie within the collective unconscious, imprints that are there in the collective unconscious.

The Penta and the guiding force for the 14 for business and the making of money, you can see here in this cute illustration that it's the kind of thing that is there. It's just that nobody understands why it's there. The cartoonist who drew it was just being cute and he didn't know that when he was putting the number 14 on the helmet that it actually had any real meaning. It was simply there in the imprint; this is the way that it came out.

One of the things that I hope in our experience is that the more you think "Penta," the more sensitive you become to Penta. That you begin to feel it, that you begin to recognize it at some level.

Reliability: 15th Field, Pulling in the Aura

So, we're going to continue with our examination of the polarities. In looking at the polarities we're going to begin with looking at this reliability/culture polarity and we're going to begin specifically with looking at the reliability. It is something to understand about the nature of the 15th gate, and remember, let us call it the 15 field, because it's not really a gate. This is all about pulling in the aura of the Penta. Remember that; it's so important to grasp that, because it gives you in many ways a very, very deep understanding how powerful the 15th gate is. When you look at the Design of all things, anything that is alive in anyway, anything that carries a basic life force like the cell, all of that is rooted here in this construct. The 15th gate is universal. It is there; it is there in everything. So, it's something to understand about how important this gate is and how important it is in terms of how it functions in relationship to the aura.

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Think about it at a personal level for a moment. Think about your own body graph. In a sense what the 15th gate does, and remember that within our Design the 15th gate is part of the G Center, the G Center is where the magnetic monopole resides. The 15/5 has often been discussed in general Human Design as being very magnetic. It is one of the tantric channels, and magnetism is connected to this.

Maintaining the Stability of the Aura

But one of the deepest functions of the 15 is to maintain the stability of the aura. Now, I've been measuring auras for nearly 21 years. In all these years of measuring auras, I started off dousing for water, one of the things I noticed about auras and people is that some people have very inconsistent auras in terms of their expansion or their size; I don't know how we want to call that. So, for example somebody that I would measure one day, the aura might stretch out let's say 3 meters, the next day the aura is only stretching out 2 meters or maybe a few hours later. There are other people whose auras are very, very consistent. In other words, there is a very limited prana to them.

One of the things that's clear to me about the 15th gate is that this is the regulator of the stability of our aura. And it's mostly a regulator at the personal level of simply the strength of the aura; in other words, how far the aura can extend from the physical boundaries of the body. So, when we're dealing with the 15th gate and then we see it within the context of the Penta where it becomes a field that is collecting 15th gate related frequency that what it is most capable of is magnetically pulling the extremities of the auras together and pulling them into the Penta. It's the job, after all, of this 15th field, this reliability.

This reliability becomes a real issue. Remember, we do have hierarchies in terms of our analysis. That is, we've already talked about how indispensable it is to have the 14 and the 2; this is part of our understanding. And yet, at the same time, there is a fundamental rule to Penta analysis that all gaps are as negatively equal in that sense. Any time that you have a gap you automatically have a problem, you automatically have dysfunction, you automatically have to deal with it; otherwise, it is going to present exponentially growing problems in the business itself.

So, when we're talking about the 15th gate and we're talking about the 15th gate as a gap, then we're talking about something that is very, very, very serious. In other words, what we're really looking is that we're looking at an environment—by the way, when I say serious, let me rephrase that. It's very important that when you're looking at a gap in the 15, like anything in duality, be careful not to jump to the conclusion that it's going to be absolutely negative. It's like anything. There are certain situations, for example let's think about what the 15 actually does. The 15 maintains the quality of the consistency of the Penta aura. In other words, it keeps people together.

So, let's say you have an office where you don't want to have a situation—let's say you have 5, you have full Penta, and you've got somebody who is supposed to be out all the time. And you have somebody that instead of being out all the time, they're being pulled deeply into this Penta configuration. Now, if you didn't have the 15 there, you would have insistency in the way in which the group would hold together. Unfortunately, though that might be a temporary advantage in the sense that you have that person who needs to get out not being held in as tightly, but it also means that there are going to be less continuity and congruity in those that are left. And there's going to be this urge to go out the door with them.

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Gaps, one way or another, lead to dilemmas and difficulties. The reason I bring up the potential of that scenario, let's say that you get into an organization where they're missing a 14 or a 2, and they also have a gap in the 15 and let's say someplace else, your engineering is going to have to be hierarchical. For example, you're going to want to make sure that the vortex is operating correctly, you're going to want to make sure there is capacity, that there is capital, that there is cash flow, so forth and so on. It may not be an immediate need to deal with this. But ultimately it's going to create a problem.

The other thing is very simple. The reliability of the aura is essential to be able to create nature. The real discussion today is that what we're looking at here in this configuration is what becomes the nature of the Penta. This theme that we have listed in the Sacral field, that is, culture, the reliability of the aura, the reliability of the aura is going to set a specific kind of culture. I'll talk about that more directly when we look at the 5. But I want you to keep something in mind about the whole concept of weighting, and again, I'm talking about weighting that is not to wait for something, but a weight in terms of how many activations are necessary and where activations are necessary in any given area.

The 15th Gate: Lines are going to make a big difference

Now, if you're looking at the 15th gate, it's very important to see that lines are going to make a big difference here. So, for example, you have a magnetic field binary and the binary is between the trans-personal, which is going to be the 4th, 5th and 6th lines, and the personal which is going to be the 1st, 2nd and 3rd lines. Basically, what you're creating is, if I can use just the language of the keynote, you're going to create a reliable trans-personal culture, or a reliable personal culture; there's a difference. For example, let's say you have a Penta where everybody needs to be totally focused on their job. That they can't afford to try to pull somebody else in the office to help them out with their thing because that person is the only one responsible for their job. In other words, with the smaller business you have people that have to be very much involved in their thing and trust in the ability of the others to do their thing.

Obviously, in that sense, you would really need the personal to be the reliable magnetic field. In other words, what that's going to bring out is self-absorption. It's going to bring out a culture where everybody will enjoy being in the Penta because they get to do precisely their thing and everybody else leaves them alone.

But then there's the trans-personal. So, if you're dealing with a configuration in which you have an office where everybody needs to cooperate, basically, where you need to share in think tanking and coordinating, whatever the aspects happen to be, that it's going to be very important that you have the trans-personal as a magnetic field.

So, the 15th gate becomes something that is very significant. Remember, one of the things that is so important for the Penta, if you're just talking about the foundation of the Penta, is to see we look at the 2/14 and see this is the very core; this is what it's all about. But we also have to see that the very thematic from both sides is that these are things that feed this. In other words, the reliable trans-personal culture is what is going to be then financed and moved forward. In other words, it's very important to see that this ultimately is going to be expressed out of the public

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relations. The very nature established here is ultimately going to be expressed out of here.

So, as it is so important to see that when our relationship to the other person that our sense of their nature, their culture, their reliability in terms of us having a relationship with them is very important. The same thing is true for the way in which Pentas are perceived. And it's not about creating a false culture, it's not about having culture models, this is one of the most horrendous things that has been brought into business culture are these culture models—"Ok, everybody is going to be able to dress in their underwear and bring their dog. This is going to make a big difference, everybody has to wear a suit and a tie and a white shirt and the shoes have to be shined." And all the things that go with all of those things.

The beauty of the Penta is to understand that a reliable culture is an organic part of a functional Penta. And that there is no way, in a sense, to truly grasp what that is until it emerges. In other words, you can see that the ingredients are going to be there; and yet, at the same time this is a very complex form. The nature that it gives off is so important to its success. It just is.

It's something about the walking into any small business and you step into their frequency, you step into their Penta. The moment that you do that, you can sense the nature of the Penta immediately. If you focus this way, if you think this way, you can feel it. What you're getting is individuality. I don't want to confuse terminology. What I mean is that when we're operating correctly, then the other person is receiving what is our nature. In other words, we are displaying our uniqueness. And in displaying our uniqueness we are being correct. All Pentas want to display their uniqueness. They all do. And the uniqueness of a Penta, its unique personality, its unique culture, its unique nature, all of that is coming from the 15/5.

The Nature of the Penta is established in the 15

When we're dealing with the 15th gate, we're dealing with two things that are very, very important for us to remember because they're going to be important attributes in any kind of analysis. In other words, you go into a Penta and you see that the 15/5 is there, there's no gap. But that doesn't mean there isn't something to see that's there's gap. Because the fact is that this may be one of those organizations where whatever is guiding the organization decides that there has to be a certain kind of culture, when in fact what you can see is that the culture is going to be established—I shouldn't be just constantly saying culture, the nature, because that's really the quantum—the nature is going to be established here in the 15. Yes, culture, habits, as we well-know are going to make a difference and we're going to take a look at that, but the 15 really represents what's being taken from each individual. Remember that.

When you're thinking about a Penta, the Penta in and of itself has no direct connection to humans, which is a funny thought. But the only potential connection is the 15th gate, or the 15th field. This is the place that constantly is connecting to the distinct, unique individual auras of the members of the Penta and pulling in their information. It's blending it, synthesizing that information. But that information gets synthesized through a pattern structure. In other words, all of the potential of the 15 that the Penta takes in is going to be limited in its expression through what line activations, if any, are there. And then the ingredients for the nature of the organism are going to be established. What is next on the list is simply how it is concretized and energized. Here is a form principle at work.

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[Illustration]

The 5th Gate: Filtering of Frequency through Patterns

In changing the illustration we move over to the 5th gate. You can see that the first thing is that this is the filtering of frequency through patterns. Now, the frequency that it is filtering is that it is filtering what's being given to by the 15th gate. In other words, what it's doing is that it's taking the magnetic field information that the 15 has gathered from all of the unique individuals and it's taking that information and it's fixing it to a specific pattern and it locks it in.

Obviously, when we're looking at the 5th gate, even if we're dealing with a functional Penta, and obviously as we move through I'm going to teach you these things for every gate so that it's not just a matter of saying, "Oh, you've got this empty," you need to understand how to engineer and you need to see that there are differences in the way in which Pentas can operate just based on the line configurations, and as we have seen in previous classes, what gaps can mean.

Six Basic Patterns

So here looking at the 5th gate, this is filtering this magnetic frequency. And it's filtering it into one of six basic patterns. By the way, there are many, many more patterns it's actually working with, but the future of education in BG5 at some date long from now after there is enough experiential work, is that ultimately I will deal with the deeper levels of what particularly Color and Tone can mean because in many it's not so much that it's important to your analysis, as it will be very important for understanding Rave Pentas, and understanding the mechanisms of how they work because they're going to work at deeper levels. We're not even conscious of Penta, so we're not missing anything in that sense by going down beneath the line. But I do want you to understand that obviously there are more than six patterns, but we're going to deal with six basic archetypes, in that sense.

You can see that those archetypes are going to vary, and they're going to vary in terms of the quality of those six lines. So you can end up with a 1st line, for example where you have a culture that is very much oriented towards the facts, data, information. And obviously that's something that depending on the business can work beautifully either as a personal reliable aura or a trans-personal aura. In other words, there is an alignment that is going to create what is a unique nature and it's this unique nature that the Penta is going to display.

It's also interesting to realize that it does not make any difference what the individual definitions, aspects, lines are really about. It doesn't matter whether as an individual being presented with what turns out to be the culture, or the nature of this Penta, if that individual being explained that as see it as being, "oh, not for me," that very same individual operating within this Penta would be a contributing, content part of a functional whole.

It's the magic of what the Penta does. In other words, it has this way of not only pulling all of this from every one, but as long as the Penta is holding everyone together and the Penta is connecting every one at the same time, it has an enormous influence, but it's very, very subtle. It is the quantum of all of those beings. And in the quantum of all of those beings, all of these side things, all of the stuff that isn't here, the Heart Centers, emotions and Spleens, Ajnas and Heads, that all of that is secondary to the harmony that is found through the functionality of this matrix. I find that quite extraordinary.

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The Framework of Interaction

The first thing is the filtering of the frequency through patterns. The second thing is the framework of interaction. Think about it this way. We've already seen that we can have based on lines personal and trans-personal frequency. We see that it's the job of the 5th gate to filter the frequency through a pattern, and that the pattern becomes the framework of interaction. The fact that you might have personal reliability, then what you're really going to get is that interaction is going to be based on that.

That's very important for an alpha to understand. In other words, let's say that we have a situation where you have a lower trigram reliability and that means that you're going to have a nature in the business in which everybody is very much self-absorbed. You're not going to have a lot of cooperative efforts. It's going to be difficult for people to work with the other. There is going to be resentment when people are pulled away from what they want to be involved with.

An alpha can take advantage of that by understanding not to put pressure on trans-personal communication. In other words, to give clear direction at a personal level to the components of the Penta so they can continue to do their work. Just like different cogs in a mechanism, each functioning correctly, lead to an overall perfection, the same thing is possible within this context.

The advantage of being able to understand the nature is the advantage of understanding how to guide the Penta. Remember, this is the great wonder of this all. Pentas are here to be guided. They're like good dogs, they really are. They're here to be guided. And if you know how to guide a Penta, the potential is extraordinary.

One of the most important things for us in our work is not simply being able to understand through analysis the layout of a specific dysfunctional Penta, and to be able to come up with viable engineering, but also to be able to provide the deepest guidance, that is guidance on how to run that small business in terms of how to run the human element of it and how to recognize how to deal with people in their responsibilities. This is something that's very important. So when we have this framework of interaction where you can see that the way in which everyone in the business is going to interact you can see that this is something that's going to come from this 5th field.

Gaps in the 5th Field: No Patterns

Now, what happens if it's a gap? If it's a gap right away you're going to have a real dilemma because a dilemma is there is no pattern. There is no framework for interaction. Think about what a gap means to a Penta. A gap means that the focus that is everywhere else goes here. Everything ends up being here, every problem, all the difficulties, everything ends up being here. Nobody knows how to interact, there's bad communication, there's no fixed pattern, there's chaos in the way in which the office operates, it is opening at different times, closing at other times, on and on and on and on there are all of these things. And the 14 throws money at it, the 2 says "part of my vision is that we have a culture this way," everything starts throwing in something and nobody is really doing their work.

The Penta becomes dysfunctional. So, when we talk about Penta analysis I don't want you to get into the sense that as long as we have the 2/14 we can have all

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these holes. It's very important to see that I have to stress the 2/14; it is the spinal system, it is the heart and core of what a Penta is. It's absolutely essential. But any gap is going to lead to dilemmas that can destroy a business. And when you're dealing with problems because there is no 5, you end up having social dynamic problems within the organization. In other words, there is no framework for interaction so people don't know how to treat each other. And they're not treated correctly by whoever is trying to organize them and guide them. Because there is no fixed pattern there is this constant, "Well, what should the pattern be? Should it be this, should it be that. Should we try this, should we try that?" You have all of this investment into this hole.

15/5: The Penta's "Personality"

I think that you can see from either end of this spectrum that when you're dealing with the 15/5 and you see a gap here you really have something to be concerned about. Let's assume that we have what we want; that is, we have functionality. The moment you have functionality then looking at the 15/5 becomes something else entirely. In other words, there is a great deal of information for you to glean from that because it will help you understand the way in which the business actually operates. So, here in the inner flow, here now you can understand what this inner flow is all about as a language. You can begin to grasp now this connection between the reliability and culture because what we are really about is the nature of the Penta. In some way we can even think of it as—be careful with this—the Penta's personality, if you will. It is a quality of persona that is established here.

So, this is something that is very, very important. As you'll see, wherever we go, we're going to take a look at all of these other binaries over the next weeks and each of them will have the same kind of look. If there's a gap here we've really got a problem. The point is to see what the problem is so that you can identify it, and then to be able to take it to the next step. When you take it into the next step you have to start dealing with what does it mean in relationship to the lines and the way in which all of this is being activated.

Personal Reliability

Let's take a look at some examples. To begin with, let's look at the reliability. Now, obviously we have something to be aware of. Here we're going to see as we will see in all the other situations line values are very important. But they're important here in a much broader sense. That is, the breaking down into the two basic groups, what we would think of as trigrams, they're not, but what we would think of as trigrams, and to see very clearly that obviously there are nuances between what kinds of personal reliability; in other words, what kind of personal self-absorption. And at the same time what is that trans-personal. There are three different aspects of the trans-personal qualities.

The other thing is that we're dealing with interesting themes that are here in these keynotes and we have to see that we have to begin to learn how to apply these keynotes to any kind of attempt at analysis. So let's begin with the personal and let's look at the personal from a number of perspectives to begin with.

If we're going to have a personal frequency, what that means is that you're going to have to have somebody who is generally in charge of everybody else. That's the first thing. It's the most important thing, in a sense, to understand about the personal. The moment you're dealing with the personal you're going to be dealing with people who are absorbed in their own process. What they want, simply, is personal guidance. They want to be able to stay in their own process, so they need

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to be guided. And they need to be told, in that sense; they need to be asked, whatever way you want to use the language of it. In other words, dealing with the personal aura Penta is very different from the trans-personal.

Think about it in another way. Let's say that you've got five people in a Penta. Four of them happen to have trans-personal auras, trans-personal profiles in their individual Designs. But the one person that has an activation in the 15th gate activates that 15th gate from the personal and they, for example, it doesn't really matter, they could also be trans-personal, it wouldn't make any difference. All of a sudden, all of these very trans-personal beings only will be comfortable operating in a self-absorbed way. Think about that. Penta is really something. So it becomes rather interesting to realize that whatever is going to come to that 15th gate is going to create dilemmas.

Harmonies are Significant

Now, the obvious thing, and I think you'll notice that from earlier illustrations and earlier classes that below the BG5 gap keynotes I had the polarities listed, and I reminded you then that polarities are very important. That is, the harmonies—the 1/4, the 2/5, the 3/6—those harmonies are really significant. The ideal, for example, in the 15th field would be to have representation from the personal and the trans-personal. In other words, if you had somebody who had the 1st line and somebody had the 5th, or the 4th or the 6th, whatever the combination would happen to be, then you would have a reliable field that can both self-absorbed and can operate successfully cooperatively. The moment that you put it into the Penta it's there.

Every place that you're going to look, every single one of these fields that you're going to analyze, you're going to end up with lines that you're going to have to reckon with. In other words, they are really going to give you that insight.

The other thing is when you get to engineering, for example let's say you've got a business where there is a certain amount of individual focus necessary but it's a business that cannot properly function without very, very good lines of communication and cooperation. You walk into that business and they've got a 2nd line in the 15 and nothing else. If you're going to do engineering and you're going to be bringing in the next aspect of that Penta that's going to join their team, it would be delightful to have them bring with them a trans-personal aspect of the 15th gate. In other words, you can balance this out; that you've got both the trans-personal and the personal.

Take the example of having both. I'm just giving you different kinds of scenarios so that you can use your imagination. Let's say the person that brings the trans-personal is the one person in the office that's a sales person. Isn't that a nice joke? They go out the door, they take their trans-personal line with them and everybody who is left behind goes right into their personal stuff. But what happens if the person that has to go out the door is the one that's bringing the personal and they go out the door and nobody does their focusing any more because everybody is communicating with everybody else talking about whatever. It may be very honestly business orientated but no a hell of a lot is going to be done if that's the only way in which they're going to operate reliability as an aura.

There are so many things to consider. This is why you're going to get paid a lot of money to do your work. And you'll be deeply, deeply foolish not to; understand that. This is very, very sophisticated.

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Two Tools: Analyzing and Engineering

We were looking at the different scenarios that are possible. In looking at these different scenarios there are many, many different levels of interpretation. Most important is that you're really looking at two kinds of tools that you'll be working with. One is to be able to analyze what's there by being able to see in the functionality the lines and what they mean so that you can truly understand the dynamic of the way in which the Penta is operating, the way in which the Penta is set up.

The other side of that is for the engineering itself. In other words, to understand what you need to bring in. Not simply that you need a 15. Ok, you need a 15, but the fact is that the reality is anything that you bring into that 15 is going to have an impact not simply on the 5 and not simply on nature, but that nature is going to then take on and become the persona of the business itself.

Whether you're going to have a trans-personal, or a personal or a combination of both and through what pattern is that going to be filtered. Through what pattern is that going to be fixed, because this is then going to fix the interaction and the way in which the interaction is going to operate. The two of these together are very important, but the most important thing is for you to be able to see in terms of the line values what the net result is going to be when specific activations are in their place.

When we're looking at culture and we're looking at activations within culture, obviously what the ideal would be is that you are always able to work either in resonance or harmony to what's above. This is always the thing that's going to be the most successful. In other words, the 1 and the 4, the 2 and the 5 and the 2 and the 6, these are essential combinations. Any time that you're dealing with engineering to work towards that kind of relationship is something that is very, very important because it's going to make things so much more fluid.

The real thing to recognize is that there are Penta ideals. I guess that's what I'm really getting at. In other words, I would assume there are millions of combinations. It is something to see that there is for each particular kind of enterprise whatever the goal and direction and the vision of the Penta happens to be that there are ideals in terms of which of the lines that are going to be there is going to tell you the nuance of the way in which the uniqueness of the organism is going to operate, it will.

Depending on the kind of business do you want that culture to be rooted in these trans-personal themes, is it better for the culture to be rooted in the personal themes? And in fact, the mix that you receive—I think it's the part of the job that's the most interesting. You have two kinds of things you're dealing with. One is you walk in and there's the 15/5 and it's all there. So, you're not going to change that. You may be able to add in engineering weighting to the 15 or the 5. In other words, you can add additional lines to bring balance or whatever.

But the moment you see it defined is the moment that you have your analysis tool. The analysis tool when there is nothing there is obvious, it's a gap. Right away the gap means basically what the surface keynotes tell us. In other words, there is no consistent magnetic field. There is no consistent frequency of persona that's there.

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It's just not there, which means that the aura isn't held together. So, we know that if it's not there it's very easy.

Where it becomes sophisticated is not that you walk into a business and they have the 15/5 and you're going to want to change it, but to see what they have and to see how it works within their organization. It's going to be very interesting for you to see that you walk into a Penta, they've got the 15/5, you look at the 15, you see that it's personal, as an example, and then you look at the business and you sit down with the person in charge and you're going to end up hearing that person tell you the biggest problem is we don't know how to coordinate and so forth and so on.

In other words, what you're going to see is going to tell you a lot, and that you do have a solution. Not only can you point to that, instead of waiting for them to describe that you can go in and say, "You've got a very dedicated crew here, one can see that. They're very focused. Unfortunately, I'm sure that you're having a lot of problems getting them to work together." The immediate response to that is "How did you know that? Can you fix it?" "Yes, I can fix it." "Well, what are you going to do? You're going to give all of these people social cooperation courses?" "No, we're not going to do that. We're not going to have touchy-feely sessions. What we're going to do is to bring somebody else in; we're going to engineer it."

It is so fascinating when you see it from that perspective. So, the actual functional aspects that you're going to meet in any Penta are tremendous for you as tools to both express your capacity to understand and see the dilemmas in the business, the nuances of the business. And at the same time to provide you with the underlying skills that are necessary to be able to see what needs to be done, what needs to be weighted.

Polarities: Ideal is Resonance or Harmony

Some of you have taken partnership courses of mine and at some of the most sophisticated levels of those courses I've talked about what happens when you meet somebody in a channel and you're dealing with the themes of harmony and resonance and dissonance. When you're looking at the Penta and you're looking at these polarities, the ideal for these polarities is to operate through either resonance or harmony. So, you've got a 1st line 15, perfection is a 1st line 5. It'll just be perfection, if that's correct for the business. In other words, if you have a 15 and it's a 1 and you have a 5 that's a 4, that's fine, that's perfect. The harmonies and the resonances are very, very important.

You're not, obviously, going to naturally get that. Almost all Pentas are dysfunctional because human beings don't operate correctly as themselves so when they get involved with somebody else, when they get recruited into something, whatever the case may be, it's not necessarily, 99 times out of 100, that they're going to enter into that as correctly as themselves. So, one has to be wary about looking at any Penta and thinking that they're all there correctly. They're not.

Criteria Maps

So, this harmony and resonance is something that is very, very important, because what you can do in terms of engineering, because you can't do that with a business you walk into and it's already there, but you can relate it, you can see it within the business itself what is necessary, what isn't. And then when you do the engineering you begin to build a criteria map. This criteria map is something that's very important. What you're looking for—you're looking for certain things. You're looking

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for certain aspects. You may be looking for a trans-personal 15, or a trans-personal 5. You may be looking for a specific quality and you need to map out those things that you need.

One of my long-term goals is to have a kind of website and hopefully I'll be able to do this by the time I complete this Nodal cycle I'm in, so it's a long way from now. To be able to have an employment agency that is simply based on people supplying their exoteric experience and their birth data. That slowly we build up a catalog of availability, in that sense. A kind of employment service directly connected to being able to satisfy the demands of BG5 recruiting. Obviously, if you're running an ad and 100 people respond to the ad and 25 of them have the necessary physical criteria, or exoteric criteria that you don't have an enormous amount of latitude in the level of engineering that you can actually do.

This is why you really need to understand how important harmonies and resonances are because they're going to really help you in being able to balance things out in terms of the engineering. All polarities will balance through harmony or resonance. In other words, whatever polarity you're looking at—the 15/5, the 2/14, the 46/29, whichever one you're looking at above and below—that this is very important to see that these harmonies are very, very important. The harmonies, by the way, are much more successful than the resonances in the sense that the harmonies bring a quantum that is all inclusive that carries both personal and trans-personal qualities that carries the necessary qualities that are in relationship to each other. So, these become very important themes, and become themes for the way in which you're going to engineer those recruits you're going to bring in.

Look at the 15/5 in your Penta Configurations

What I want from today other than it's been a real Andrea day, other than that, the real key is to see that each and every one of these elements are going to provide you as functional elements each and every one of them are going to provide you with keys for analysis and for engineering. One of the things I suggest, because all along, and I know quite a few of you do have Pentas that you're looking at, that to now just look at the 15/5, specifically at the 15/5 in any of the Penta configurations that you have. Think about what's really there given the information of today.

It's very important as we go through each of the polarities that you take the time during the course of the week before we meet again to exercise the knowledge. It will help you retain it longer; it will make it easier for you ultimately at the end of this process to be able to synthesis all of this information. It was something that I taught many, many years ago to children, memory techniques. One of the things that I always reminded them of is that when you learn something repeat it. Just repeat it; tell somebody else, discuss it with somebody. But it's very important to use the knowledge so that you can burn it into your memory system. Because we're going to be dealing with an enormous variety of analytical perspectives, the language is important for you to have. The familiarity with the themes of each of these gates, of each of these fields is very important for you to have. So do take the time to look at it and to do some work with it.

Lesson Eight

BG5 Small Business Analysis & Engineering
Semester One Student Master

November 4, 2005

**The Six Polarities: Planning / Administration
Penta Logic**

You can see by the notice board that the subject of the day is Penta logic. I set it out this way so you can associate it with what we understand in Design as logical circuitry, but as you will see it's important to keep an open perspective on how this is actually translated within the context of the Penta itself.

Energy Movement through the Penta

Let's begin here. What we're going to be looking is the 7th gate. In looking at the 7th gate remembering something that is so obvious about the Pentas is that we're not dealing with a gate. We are dealing with a specific field within the complexity of what is the aura vortex of the Penta. One of the things to see, as well, is that the moment that you detach—and again, this is so important to understand—the moment you detach the 15 from what we understand as the G Center, in other words, the 15 in that sense isn't going to have it's contact to the G field until it goes all the way around and it comes up into here through the 2/14.

So we have a very different relationship in terms of how we understand the logical process works. That is, in Design what we're dealing with is a power column. And because it's a power column it is one continuous movement of logical frequency. It's very easy to take one step after the other and see how they integrate.

But it's also something to understand that here the 15/5 doesn't get to integrate with the 7/31 until it passes through this whole 2/14 vortex. So, there is something to grasp about the nature of the vortex itself. If you look at the vortex—let me tell you a real secret about this vortex is that it's more interested in getting energy to the 1 and the 8 than it is getting energy to either the 7 or the 13. So, when you're looking at the flow here, one of the things to realize is that if you could just imagine it as the flow of water and this was all going downhill nothing would get into the 7 or the 13 but a tiny little trickle. Nothing.

So, it's very important to understand something about the way the vortex is moving the energy, is that most of the energy is going right down the center. In a sense, this becomes what we could call the real force of the Penta itself. The kind of information that is getting to the 7 and the kind of information that is getting to the 13 is going to be very much determined by the 2/14 and not by the 5/15.

The 7/31: Penta Logic

So, when we're talking about Penta logic what you need now to remove from the logic is what we understand from the establishment of pattern and frequency and their relationship in establishing a flow. As we well know now this is about developing a reliable culture and has nothing to do with the themes that are here which are the themes of planning and administration. In other words, the only truly logical aspect of the Penta is the 7/31, it has no other aspect. Think about that.

In other words, this is the place where logic as we understand it operates. But think of the limitation because the limitation is very, very important to grasp. If you look at the number of channels involved in the logic circuit, obviously you're dealing with a lot of channels, and they're not here. You don't have the two mental logical channels. So there is no mental logical process. It's something to grasp; it's not

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there. It's not there at all. Neither is the 16/48, that aspect of the relationship of depth and skills; it's not part of it. Nor is the 18/58, what is so much a part of what we understand logic to be, is that logic is subject to legitimate criticism. In other words, this is the only way to perfect logic systems. But none of that is part of the Penta.

The 7th Gate (Field): Roles

The Penta only brings logic truly to one thing and one thing only, to the 7th gate; only to the 7th gate, the Army. Now, what do we know about the 7th gate. We know that the 7th gate is a role gate and we know it is the gate of the role of the self in interaction. For us in the context of any kind of business analysis, or any kind business language what we're looking at in the 7th gate is that we are looking at roles. That's something very important to grasp.

In other words, it is only when roles are clearly defined is there a real future for any business. In other words, clearly defined roles are absolutely essential to demonstrate and to be able to demonstrate what ultimately we're going to be looking at which is to demonstrate this Penta logic and to demonstrate its ability to be able to operate successfully into the future. And roles become so important.

Think about what that means in terms of a small business. You walk into a situation where you have three people that are planning, they haven't done anything yet, and they're planning to open up a small enterprise together. One of the things about the limitations of a small business is that there is a confusion automatically of roles—who does what and who doesn't do what.

This is one of the most important things to rasp about a healthy Penta. When you have a functional Penta—and again understanding a functional Penta simply means that everything is activated—that when you have functional Penta that what you're looking is the defining of roles according to the way in which this channel operates. These defining of roles are very important.

A Proper Workup

In other words, it's like when you do the makeup of any Penta group one of the most important things for you as a professional is that you have to do a proper workup. What that means is that you need to understand what each of your potential clients do. Yes, you can read a Penta without knowing all of that, but you can't be a good engineer or a good business consultant if you don't understand what your client's business is about, what their goals are, and what the roles are within the organization because it's these roles that are so important.

In other words, is there a clean distinction between what different people are responsible for? And it is this responsibility that is part of this equation. In other word, there is no way that you can really plan unless you can see clearly the roles that you can play and the roles that you can't. So, for example, you have a small enterprise and they're very good at creating and they're terrible at marketing. It isn't doing them any good that those of them that are terrible at marketing are giving themselves that added role of going out and doing the marketing, because it brings all kinds of dysfunction to their process.

Now, this is very tricky, in that sense, with small groupings because the fewer people you have—the one thing to understand about the PentaGraph is that if you do have five people, if you do have a functional Penta everyone will naturally have a role;

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naturally. But you don't get that until you get to five. And the moment that there is this functionality at the five level then what you have is that everybody naturally finds their role because there isn't any business function that cannot be done by five people. Think about that.

This is the basic formula for the way in which everything works. Which means that it is the minimum requirement for a functionality—you have five, you have no dysfunction, this is a tool that can do any job. And it means that it is able to define its roles. What happens in this situation is that rather than needing a new role to be brought in, that the next step is the duplication of roles—the president has a vice-president, and the manager has an assistant manager, and it goes on and on and on and on as you move down the hierarchy in that sense.

Identification

So, one of the things that we have to deal with here is the identification. This identification is all about identifying the roles. If you've got a functional Penta and you've got three people it's not about you needing to figure out where the duplication of their roles is causing problems. What you do know is the duplication of their roles is causing problems. In other words, you know that you're going to have to bring this Penta ultimately to complete functionality otherwise there is going to be administrative problems. And of course, that's at the other end of it. But more importantly than that, proper roles are efficiently communicated. This is something we need to think about.

We need to think about something else as well. When you're looking at a Penta it's very clear to see that the Penta is binary, it's a very clear binary. There is what is below, which is Sacral oriented. And there what is above, which is Throat oriented. Of course, what we know from this is that the relationship between the G and the Throat is a projected relationship. In other words, it is a defining that has no rooting in a motor. We know here that when we're looking at the lower aspect that we are looking at a generated aspect.

So, everything about this down here in terms of the Penta is deeply related to response. And everything up here is deeply related to recognition. This is one of the themes that's very, very important to understand about—I mentioned this when we first started talking about the Penta as an entity how important it is for the Penta to be recognized. That also goes along with how important it is for the Penta to recognize.

We also know that the thing that is so unusual about the projected quality is that the projected quality has an affinity for systems and analysis. So what we are looking at here is not simply in the Penta logic in the role that it is a role that is to be expressed in order to receive recognition, which is one part of that duality, but it is also a role that is expected to recognize and identify on the outside and the inside. In other words, to identify problems within the organization administratively, to identify problems in terms of the functionality and the reliability and trustworthiness of the roles that are being played out, that all of this is an aspect here of this projected quality.

So, a company that doesn't have defined role is not going to be recognized as a well-administered company. So, let's take the example of a company that is trying, and of course we're not talking about a small business, but it's a valid comparison, a company that wants to list its stock publicly. In order to be able to do that you have

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to demonstrate, which is the language of Penta, the viability of your administrative staff, the viability of how well your organization is administrated aside from all the other things, the quality of the bottom line and the integrity of it and so forth and so on.

Something very, very important to understand is that the best impression, if I can put it that way that a Penta makes is not so much in the 8/1 because the 8/1 is full of a lot of hyperbole, the 8/1 has got to sell, and it does try to sell. Every time you try to sell, for every plus that you add to the positive side you try to slide away a negative side to give this view of the positive nature of your product, and whatever. It's not like the 8/1 will ever go out and say this is the best product, but it's really cheap so want don't you buy it, it's not their approach.

The 31/7 Brings Constancy

The 31/7 brings a recognition of the kind of business that you know won't be closed tomorrow. The kind of business where you buy something and you have a three-year guarantee and three years later you've got a problem you can go back and it's in the same place. Remember we're dealing about the future and with the future and the way in which the organization is going to be recognized. So many times you'll see an ad and you think, I've never seen that before and you may never see it again. There are zillions of little companies that spend their hard-earned whatever's and try to make an impact in the public domain through very, very expensive advertising and gone the next moment.

One of the things about that is that it comes from here. If you don't have the 31 or you don't have the 7 your business doesn't have a future. That's quite something to think about. Remember that any gap brings dysfunction. The fact that the business doesn't have a future doesn't mean that it closes. These are the kinds of businesses where if you've got a gap there and you don't know anything about all of this, you keep on focusing on that gap; you keep on focusing on how to do it, finding the right role. This is where a lot of businesses will change the way in which they do business, will try something else. Will leave their core business and enter into some tangent looking for a role that is going to get recognized where they can see that there is a future. So, this future becomes so important.

The 7th Gate: Planning

So here you have identification of the business in a way that is underneath the illusion that the 8/1 brings. In other words, there is a potential of stability. Obviously here we have the term of planning. Planning is something that is absolutely essential to a business. If you don't have plans, if you don't have the 7th gate, you walk into a Penta where they don't have any plans. The only plan they have actually is: Can we survive? Will we be able to open the doors tomorrow? And you can't have a plan until you have an active fixed role. You need to have the roles. And without the roles you're not going to get to the ability to be able to administrate the business.

If you think about what the 31 is, after all, this is the gate of influence, then it's clear to understand that of the three gates in the Throat, the 31 is the only one specifically that has a very, very powerful influence over everything else. Let's say you're dealing with a corporation like Sony. You've got a corporation that has been known for 20, 30 years to produce relatively high quality products with reasonable service and they bring out some new product that's a dud, and they've promoted the hell out of it. They won't go bankrupt. They won't go bankrupt because their influence doesn't

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come from that failed public relations product. Their influence is coming from over here. This is a reliable organization. Ok, they' spend more money on research and development, they'll come up with a better product, but Sony is not going to be abandoned by its loyal customers because they blow something. Now, if they continue to do that, yes, that's another story.

The 31/7: Influence

But I want you to grasp the importance of this channel. In PHS, the Primary Health System, as part of the mechanical overview of the vehicle one of the things we looked at was the 10 stages of development in the first 88 degrees of life from the moment of conception, something that I did a number of years ago the last time I was in Vienna, the Design of Pregnancy. One of the most extraordinary things about the building of the fetus is the fact that it begins with this extraordinary channel, it begins with the 31/7. If there is ever a channel that has enormous influence over life it is the 31/7. It's there from the very beginning, it is the very foundation upon which the whole circuitry of a human being is build and it's all rooted here. So, obviously there is a special significance to it.

Think about again the way in which the Penta operates. The way the Penta operates is that it takes in aura aspects. This is the gift of the 15th gate, like a vacuum cleaner in a way. How it scoops up the edges of the auras. Obviously, one of the things to keep in mind about the 31/7 is that it is a very powerful element that is pulled in by the Penta. It doesn't dominate in the energy. Again, remember this flow going straight up the middle.

It's one of those classic stories. The 14th gate invests money in the vision of the 2, and the 1 creatively implements it, and the 8 throws it out there as marketing and advertising. And the one who put up the money down here wants results up there, so most of the flow is going this way, most of it. Because this is the core of the business; you've got to be able to get a return on your investment, you need to get a return on that in order to continue providing the capacity and the resources necessary to keep the business going.

So there is less energy that is going over on either side. But even with that less energy, and this is my point that the 31/7 is a very powerful force and if this is operating correctly—for example I see how important it is to have trans-personal elements in the 31. We'll look at that later when we look at the lines and the line gap analysis, to see how influential the trans-personal is here, because the language of the administrative side brings the potential of respect; in other words, a respect for the business. And it doesn't mean that people have to particularly know the business well; it is a frequency, it is an aura that is given off.

One of the things that is very important to the consumer of any product, the consumer wants to know that the business is going to be there tomorrow. Consumers are like that. It was so interesting; if you look at market studies the only way that companies with successful products can boost their income on those products is not by creating particularly other products to go into competition with it because what we have discovered about human beings is that they like to have consistent access to reliable products and produce.

So what they do is they say, "The all new and improved," and on and on and on. They keep on upgrading. They keep on upgrading so that they can have some kind of new advertising campaign. But what they're also saying is this product has been

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around for years and years and years, and this is the 19th time that it's new and improved, but we're still here and their customers love that.

The 31/7 Deals with the Legalities of a Business

This 31/7 becomes something that is enormously important to the way in which the Penta is going to operate. The other thing is that it is the collective aspect of the Penta that has the strongest aura influence. This is, again, a relationship to its circuitry and ultimately to the 15/5. You've got a functional Penta; there is a real capacity in the 31/7 to be more influential in a way than the public relations. And more influential in the sense that administration has to deal with the hidden participants in any business. Those hidden participants are the suppliers, whatever the suppliers happen to be. And not simply the suppliers, but being able to deal with banks, and all the things that you have to deal with in any kind of advanced society in terms of business, being able to deal with the legalities. That is something that is exclusive to this channel, is dealing with the legalities of running a business, of making sure that it's properly licensed and on and on and all these things.

So, this administrative part has a social dynamic to it that's very important. As a business, if you have a good relationship with your suppliers. It's something you notice in Spain that can be so frustrating, if you were raised as a North American as I was. You go into a shop that you know. You've been able to buy a certain product there in that shop fairly regularly. Then you go in one day and they don't have it. You say to them that you'd really like this product. They say to you, "We don't have it." That's what they say. What is clear is that they've got a terrible stock program. They're not tracking the way in which the whole business of replenishing what leaves their shelves and making sure that their shelves are properly stocked. This is something that can be very, very disconcerting, if you will.

So, one of the things about the 31/7 is that it has a responsibility as the administration of the Penta to make sure that the interaction with the various suppliers, the non-clients of the business, the way in which they are dealt with and the way in which the business deals the law and deals with the authorities and the businesses community and all of these things.

So you can see right away that this 7th gate, this planning and future is much more than just planning and future. It is about clearly defined roles. For example, those three people that want to get into business they never think about their suppliers. And it doesn't matter what kind of you're in. I run a high tech business, but I have to have relationships with server companies and various things and all this stuff that it takes to run a modern internet business including programming and all these other things. If I don't have a good relationship with the hidden part of my business, then the visual part of my business is going to show it. And it immediately is going to result in deterioration. A business is only as strong as its hidden relationships are and the whole realm of hidden relationships is here in the 31/7. So, this becomes something that's very, very important.

What happens to us if we have a gap in the 7th gate? You can now begin to see how many problems can arise out of that. "Everything would be fine but I had to get rid of my supplier," blah, blah, blah. "No, we haven't been able to keep up with orders." Why haven't you been able to keep up with the orders? If you can't keep up with the orders how, do you expect—all of these things. This is a problem of a gap here in this 7th area.

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The 31st Gate (Field)

Let's take a look at the other side of the story. When we come to the other side we come to the 31st gate to the gate of influence. It's interesting, if you read the introduction to the 31st gate it speaks of friction. Administration is never free of friction because it's a lock. We're dealing with the only part of the Penta that is logical. And when logic is established, the pattern becomes a law. It's something to really understand that the whole legality, the morality, all of these various things are a part of this 31/7.

In dealing with the 31st gate we are dealing with a gate that has inordinate influence, in that sense. In other words, if there is a gate that is going to be able to put out the right frequency about the nature and quality of the business to both sides of the business the only gate that can do that is the 31st gate. It is a voice of the business.

That's something else we have to talk about and something very interesting for us. In this day and age with the amount of communication that takes place with the fact that everybody carries a telephone in their pocket, many, many businesses do not have a clear line for communication and articulation. One of the things you see in a Penta is that a Penta has three voices. So when you think about that clearly what that really means is that you have to have the very functionality of a Penta it begins with three, each has a different voice. And those voices are very, very important. In other words, some language would refer to these gates as spokespersons.

So, who speaks for the administration is very important, and important that it is consistent. It's the same thing for public relations. Nothing worse than being a small business and somebody calls up who should be speaking to somebody else because the other person knows, and here's this person on the phone with all the best intentions screwing the whole thing up because they cannot do that job. So it's very important to see that that 31 person is somebody that needs to express that.

By the way, they don't have to have the 31st gate. Remember the Penta is a Penta. It's simply about when you look at that Penta and you see, let's say that it has somebody who does all the paper work, does the accounts, is both bookkeeper and accountant, somebody who crunches the numbers, if the person that is most familiar, the person that has to make the orders, to get the supplies and all of those things, that this is the person that has to have the voice. If you don't have the 31 you can see right away the confusion that comes in. The supplier calls and the wrong person on the phone, they don't know what they really need. Then because they have other things that they're supposed to be responsible for it sort of slips their mind, they leave a note somewhere and then all of a sudden they discover that there is a shortage and then there is a problem. And who is going to take responsibly for it and all the stuff.

Results of a 31 Gap

So, this 31st gate becomes like every single gate. I hope you're getting that, because I'm trying to make it sound that any one these gates will destroy business if it's a gap and that's the truth. Now, we've seen there are hierarchies, but that's only for nuance and is only for engineering. A gap is death for a business, slow or otherwise. So, to see that if you don't have a 31 to understand what the problems

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are, because when you walk into a business and you look at their Penta and you see that there's no 31, you know that there are many things that are work here.

Number one, the chances are the business has no future unless it has a consistent voice of administration. That's the first thing. There is going to be no future, you're going to have terrible relationships with clients. You're going to have a bad relationship with people on the outside who will not think that this is a stable business. There are all of these things that will arise the moment that you don't have that 31 in place.

Again, to see gaps is to really understand that these are enormous problems for businesses to overcome. It's why so many small businesses—you don't have that so much in most of Europe, in the Anglo-Saxon countries where you have a much aggressive capitalism you've got a much higher level of bankruptcy. In many ways, more convenient because it is easy to go through bankruptcy and not be ruined by it and still have a chance to get your feet back on the ground. However, in Europe what happens is you simply have dissolution of these small enterprises that simply don't work. And the creditors end up having to bleed the personal lives of these people in a failed enterprise.

It's really something to grasp that these small, little Pentas with wonderful ideas and great spirit that there's actually nothing wrong them and there's no reason for them to fade away, they simply need to become functional. So, every time as a catalog for you, as I go through each of these gates and I talk about how disruptive it would be to have this as a gap, remember that these are the tools that you're going to have to be able to describe to anyone when you look for the first time at their Penta just at the surface, the kind of thing you can just throw out to let them know that you know, this is the kind of thing you can immediately say because it is going to be so obviously and it's a problem they're going to be so aware of.

The 31st Gate: Organization

The keynote here, the keynote beside the 31, is organization. I want you to think about that in a number of ways. Think of it as organization in the sense that this is how the organization is recognized. Again, remember, the organization isn't recognized through its marketing. The products are. The products are; whatever is being pushed. But the organization itself, the business itself, the reputation of the business itself, is something that has a totally different aura. So, the quality or feel of this organization, that as well, is a keynote here of the 31.

If there is no 31 you can see where all the energy is going to go. Now, think about what happens to this natural flow when there is a gap over here. What's happening is that it's pulling away from this natural flow the moment it gaps there. It's like a hole opens up and it starts sucking in more liquid. So, the resources get depleted, the amount of energy for the vision of the business gets depleted, the potential for implementation gets depleted, all of that going down into one of these holes. And it's lost. There is no recovery from that because there is no solution unless you fill in the gap. This is what happens to these small businesses.

Advantages of Dealing with the Trinary Penta

It's one of the things for you to really understand about the advantages of you dealing with the trinary Penta, the Penta of three people. This is where you are automatically going to be a genius and a savior, and you need to grasp that. When you walk into a business and they've got four people and it's a functional Penta,

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you're going to have to have really learned a lot from me to do a really good job with them to engineer that 5th step, because it's going to be functional. And yes, you'll be able to point out nuances, but it isn't going to have the same deep, deep impact when you deal with a three where you're guaranteed dysfunction. Or you deal with a four that has dysfunction.

The moment that you have dysfunction you can point to a problem faster than any analyst of any business training could ever do. You could do it without knowing anything about the business. So you have to understand how powerful that is, how powerful these gap keynotes are for you. And what you're looking for is dysfunction. This is what you want. The more dysfunction you deal with the more successful you're going to be, the more impact you're going to have, the greater the opportunity that's going to be there for you to really be able to do your job, which is to bring function and engineering to a complete Penta. Every time you're able to take a three successfully to being a five, you are really going to have the rewards for that. It really is something that is special.

Pattern Fixing

Let's go to the top key. If you go up here to this original drawing of the Penta you can see here that the aspect is pattern fixing. You are fixing the pattern of influence of the business in its relationship with others. That is essential. The moment that that pattern fixing is there it means that the business has a reliable way of moving into the future. Think about any kind of thing that has mass, it has to deal with resistance, it just does. If you have the 31/7 the business meets less and less resistance. It just does, which makes it easier for the business to move forward, and to move forward because it is stable. It is stable in the way in which the roles are expressed and as a result, because the roles are properly distributed that it's possible to plan. And in being able to do that planning it is possible to influence others. It is a way in which the organization itself gets recognized as a quality organization.

Think about what is the most common things for small businesses in times of growth: They need money. Now, not all businesses have a sugar daddy, and the vast majority of businesses today are financed one way or another. If you're going to go as a Penta to a bank—you're not going to go as a Penta, you're going to send a representative who is going to be your 31 voice, you certainly aren't going to send an 8, you send that 31 in there. If this is a Penta that is functional through the 31/7 the banker is going to be more comfortable—it doesn't guarantee that you're going to the loan—with the business and have a sense of that it is going to be stable and reliable and that it is properly administered.

Oh boy is that important. Is that ever important when you want to set up credit with your suppliers; is that ever important when it comes to all of those things because if the bills are not paid in time, nothing gives a business a worse reputation than not paying its bills on time. Nothing; absolutely nothing. Every single business that has ever been in business, whether it has to do with waiting for clients to pay, or forcing suppliers to wait, either way you end up with not liking that client and the supplier not trusting you.

Administration and Planning

This is all about administration and planning. You can see that the energy that is being pulled from the resources is not the same energy that is going into the public relations. The marketing is getting much more resources, in that sense, needs to—it

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has to do its job and bring resources in—so that the 31/7 in its planning has to plan for the use of energy, administer it as well.

That means that the relationship of the business to the financial environment around it, all of that can be found here in the 31/7. Of course, that tells you that the 31st gate becomes enormously important, because the very integrity of the business—you can have a business that's making a lot of money but if it doesn't pay its bills on time sooner or later it's going to end up with problems with suppliers. Not only that, it's not going to get advantageous rates. It's not going to get any of those things.

It's the same thing with the bank. To be able to deal with the banks, the moment that a business client has a consistent, well-administered relationship with a bank it is easier and easier to have the bank as your ally rather than as an adversary. It doesn't have to do with anything other than the fact that in order for the Penta to be functional, in order for those things to operate correctly, all of that is in the 31/7.

Timing

In relationship to what we looked at last time with the 15/5, when you're looking at this whole left side of the PentaGraph, you're dealing with basically the internal world of the business. So, when you're looking at this voice of administration, this is not a voice that necessarily is going to go out into the world very often, in that sense. But how important it is to see that its communication, it's ability to communicate effectively, honestly, on time—any of you that have a deep understanding of Design and circuitry know how much the logic system is related to time for us. The 15/5 is a time principle. And in the way in which the 31/7 operates doing things on time becomes so important. You can be the greatest creative house, but if you deliver the ad too late before it can be booked into the issue of the magazine that you need, so what that it was creative. If you didn't deliver it on time you'd never going to have that chance again. That client isn't going to have anything to do with you.

There are so many businesses that have timing problems. They just do. This is going to be a hole in the 31 or the 7. They're not going to be able to properly administer the correct timings for the business. And everything about it, remember the Penta cares about one thing more than anything else, it cares about its reputation. Pentas care deeply about how they are seen. Of course, there is nothing more demoralizing to a business than failing because there is no consistency in the way in which they are administered as a business.

Harmonies are Important

So, the gap in the 31, you're looking at a serious problem. The other thing is that when you come to thinking about how you engineer the 31 you also have to see how important—and we'll get to that later—it is to be able to recognize the values of harmonies and the importance of harmonies in being able to do engineering. All I'm really saying is how important it is to try to get as much upper and lower trigram activations in key places. How significant that can be.

For example, the 31 is a classic of this. A trans-personal 31—4, 5, 6—that trans-personal 31 is going to have a very strong auric connection with the supply side and the business general reputation. But may be more lax in terms of how the administration is applied on the inside. In other words, the trans-personal 31 may get the bill paid on time, but pressure the resources on the inside very late in order to get that. In other words, not really administrating well the whole plan often way in which the business has to be administered.

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Remember, the resources that are there out of the 2/14 have to be spent in three ways. This is what we're looking at and you can see that so clearly in this diagram with these gaps here where you see that there are only three ways that the resources can be spent. So, here the spending isn't the big part other than the sense that what you are spending here is what it costs you to be in business. Now, that's something else.

The efficiency of cost control, you see it every day if you follow business news, and I do, 30,000 people laid off at this company and 40,000 laid off in that one and all of that being cost cutting measures which means that the administration, in the first place, was bloated and not operating correctly. The costs of things are so important.

So, for example, if you have a gap in the 37 and you actually sat down and looked at the supply side of the business you would see that because they are inconsistent and because they don't have a good reputation they're paying the highest price for just about everything. Or, they're paying very low prices for inferior supplies that reflect on their business, that there's no consistency in the balance between pricing and quality.

How the Money is being spent

So, when you're looking at the 31/7 one of the things you're looking at is that how the money is spent to keep the business going, this is the reasonability here in the 31/7. There is always going to be conflict between these three channels, because they're always conflicting over resources, which is why the moment you have a gap everything becomes a mess. The proper flow of the resources out of the vortex just simply don't work, and you can end up with great PR that ends up being a horror because you promote something you can't deliver on. Or you end up with a terrific product that you're selling only to discover that you're losing money on every one you sell.

I've seen a lot of Pentas; you'd be surprised how many businesses don't understand that they're not making a profit. They don't understand it because they don't really see it. They're living existentially from one business day to the next, but they don't really grasp it. This is one of the things that is so important about administration; it is administering the cost of running the business. So, this becomes an area that obviously is very important.

The way in which this is going to be activated, the effectiveness of the business, you can see that without functionally here in the 31 you have a business that is not going to be making the kind of profit that it should, you're going to have a lot of problems with suppliers and you're not going to have a necessarily strong reputation with the general public that you would want to market it, or whatever aspect of that public you would want to market to.

Here in these two gates I think you can see that this is fascinating side of our work, to really be able to understand the joke. If you've got a functional 31/7 then you're going to have a business in which the costs are going to be correct relative to that particular Penta; they're not going to be incorrect. You're not going to end up losing money every time you sell a product. That's obviously a deep essential.

[Illustration]

BG5 Gap Keynotes

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I've changed the illustration and we have the BG5 gap keynotes that are up there, the line keynotes because I really want to talk about the challenges and the creativity necessary for engineering. Remember, what we're going through now in this semester is that we're going through a general overview of the way in which the Penta operates. We're going to have plenty of long and detailed discussions and analysis of how we apply this information.

But as I mentioned to you when I introduced it originally because I was not going to do so until the second semester, I think it's very important that you start thinking in terms of what are the engineering possibilities, what are combinations that go well in specific places, what should I be looking for, what is really the most effective. Remember that the Penta that you get is the Penta you get. So, if you have a Penta with a three, you get what you get. But you have the opportunity to engineer. You have the opportunity to be able to put in those specific attributes that would work so well in a certain area.

The 7th Gate: Identification and Role

So, for example, let's take look at the 7. We've already seen the necessary for role; the necessity to be able to not only identify the role, but identify with the role. In other words, to be in a pattern that is suitable to you. Of course again, this is one of the things about any business is that when it begins there has to be very clear roles demarked. But, we've also seen something else that it is the 7 that opens up the potential to be able to have a business where you can plan into the future, where you can see the expansion in particular roles. So, what is actually is going to be effect here? There are any number of varieties that can work.

A Penta is not a Person

But when you're looking at keynoting remember something about what a Penta is not. It's not a person. A Penta aura isn't operating in channels, despite the fact that this is the way we analyze it. This is a vortex of aura. And as a vortex of aura what we call a harmony, that is, the relationship between the lower and upper trigram in terms of line values—1 to 4, 2 to 5, 3 to 6—what we call a harmony is in fact—it's practically impossible for the Penta to discern the difference between a 6 and a 3, or a 1 and a 4. Well, not the Penta to discern, but if we could actually see—let's say you have somebody who comes with the 6th line and they're in a certain place, let's say the 31st gate, it doesn't just carry that 6, it carries the 3 as well. It's not very strong because there is no other 3 that is there. But the fact is that these harmonies are very much aspects of each other. I guess if I could analyze it this is not a course to go into how all this works at a much deeper level, but it is clear to me that the way in which the vortex operates, the way in which the aura is pulled in in the very first place, is that somehow it actually pulls through the harmonies rather than anything else. I don't know how else to express that. But nonetheless, by the time they get into the aura of the Penta itself they almost become one thing.

Harmonies

It's important that you look at these harmonies differently and rather than seeing that you've got one or the other, see that you have one that dominates over the other. So, for example, let's say that we look at the 7th gate and what we're really looking for, because we've got a creative business, is that we're looking for the potential of talent. But if we're looking for the potential of talent to bring that into what is fundamentally an administrative realm isn't necessarily a good place to put it, because automatically when you bring the potential for talent, the potential of the

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2, you're automatically going to get as a secondary quality the marketing, with the marketing the potential of the lack or loss of reputation. So, you get somebody and they have the 7.2 and they're in that position what they're going to bring to the Penta—remember it's not them—what they're going to bring to the Penta is potential talent in the roles, but also an over-marketing of them. In other words, it doesn't necessarily fit very well when it comes to administering.

Again, you can end up in a Penta where you walk in and there it is and there's nothing you can do about that other than engineer through weighting. Again, I'm talking about adding weight which means if you're engineering and you're bringing in another person into the Penta you're looking for somebody that is going to bring another line value, a line value that you would think would be impactful and important for that kind of operation.

For example, the 1 and the 4, let's say you've got the 7th gate and you've got somebody who has the 4th line there. This is about networking, as we know. And it's also about the lack or loss of clients. But this isn't a direct client-identified. In other words, yes you can run into problems if you don't have that 4. But given that you have that 4 you have the potential of being able to do really good networking with your suppliers, there are advantages to it. And underlying that would be a secondary phenomena of the 1. In other words, detail would be there in the mix. If it was the other way around with the 7th gate it might even be more impactful. In other words, you've got very strong detail in identifying the roles with the secondary quality of networking that's going to be a part of it.

The other thing is simply the 3 and the 6. We know that capital expenditure is part of this whole channel. So, being in a situation where you have a determined 3rd line so you're not going to waste, capital can be very effective and obviously with a secondary impact of leadership that is there, or the other way around.

Engineering: Space and Recruitment

So, if I were looking at engineering the 31/7 I would stay away from the 2-5 because it doesn't really fit. In the same way that the 2-5 is perfect if you're going into the central column where you need to have that marketing pizzazz, where you do need to have that creative talent, that having those harmonies working for you there is going to be much more effective than taking that and putting it in the 31/7.

In our discussions you are going to be the first generation that goes out the door with this complete knowledge package. Nobody has ever, including the people who have been involved beforehand, been given such a detailed explanation of the way in which all this works. You're going to have very, very good tools. But you do have to keep in mind the importance of the space that you need—the 3 and the 4 that are dysfunctional, particularly the 3 that is dysfunctional. These are ideals.

One of the things that we will talk about in the final semester in terms of how you market yourselves and how you put yourself out into the world, the strongest marketing is for start-ups—those people who want to get things going, those people who have just started. Because when you go in and you get into a situation like this where you go into the 31/7—let's say you have a functional 31/7 and let's say that somebody brings the 31.2 and somebody brings the 7.2, just as an example, you're going to get all kinds of things. And you go in there and you look at this and you think this is not going to help this business; it's not.

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Selling the supplier on the fact that you're going to be a good client doesn't mean that the supplier is going to be satisfied when you don't pay your bills on time. Selling the boss on how inexpensive something is going to be and then only to discover that you're not organized properly and you end up with something that is much more expensive, like these people who come up with budgets and then they go four times over the budget, this is not a place for marketing. So what do you do? You can't get rid of that person—if you're talking about three people in a business normally they're all in there together, they've started it together. You may have that binary that has a secretary and if the secretary carried that presumably you could do that. But there's a great deal of loyalty in those early Pentas.

It's not about that. It's about saying, "Ok, I've got a way to fix this because I've got two more beings I can fit into this Penta and this Penta is going to have to grow otherwise those 2s are going to lead to problems," they just will. And it will not do any good to say, "Well, you're going to have to change the way you deal with your suppliers because you really need to be reliable for them, you've got to pay much more attention to the details, the timing, the this and that. Not so heavy on the marketing side of it because you're just going to lose your reputation." Telling them that won't do any good because if the configuration is there, that's the way it's going to be. It's just going to be that way.

So, if you have space to engineer and you can bring in somebody who has a 6 or a 3, whatever the case may be, they have what is necessary then you're going to end up in a situation where you will fix that problem. But you can only fix that problem through engineering, and you can only engineer it based on two things. One is you have space, and the other is you have a large enough pool, or you're lucky enough in your recruiting. And of course, recruiting is going to be one of these things that is very important to look at and to understand.

In other words, one of the things about a Penta is that in terms of its 31/7, in terms of the way in which it spends money to keep the business going, that one of those main expenditures is going to have to be in recruitment to get enough people who are interested in that position so that you can do a viable successful job of engineering because you have the material to work with.

Line Values

So, when we're looking at these gaps, I don't want you to think about what is not there. I'd like you to slowly grasp that each of these configurations have line values, that is, harmonic line values that are of greater value than in other places. We will look at all of these things because we will look at real Pentas; obviously, there is going to be different things to consider. That is, we're going to have different activations. You might have somebody that has the 7.5 and somebody else who has the 31.3. What does that mean? Is it good or bad? Obviously, there are all these various configurations that we're going to be able to take a look at.

However, there is something to understand. If you've got the wrong thing that creates function—in other words, as I began with the 31.2 and the 7.2—it doesn't mean that is an unsolvable problem. If you only add one aspect, let's say a 6th or a 4th line in either the 31 or the 7, it will already benefit the entire process. In other words, it will already bring correction to that process. So, it's important to understand that not to be concerned when you set into a situation where you see that there is a lot of problems in line values, that can always be looked after, that

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can always be dealt with in terms of the way in which you engineer and the way in which you weight the various lines.

The 31st Gate: A Voice for the Business

Let's take a look at the 31. This is very specific because it is a voice, and as you will see in our further discussions that this voice is so important. And it is one of the defining roles. It is that force that is going to speak for the business. That is something that is absolutely essential for small businesses to understand. And the consistency, the importance of the consistency of the outside in terms of the hidden parts of the business, the cost of the business that they always deal with a specific voice. Within the way in which the business operates there is an understanding that if you get a 31/7 enquiry and you're not the voice, you don't answer. You take a message, you hand them over to the right person, and you do not get involved in any way. This is something that is absolutely essential for small businesses.

It may be, by the way, that the administrative voice may also be the public relations voice; it's possible. And it doesn't matter in the larger sense of things that one person may be doing both of those roles. What is so important is that they're the only one that will do any one of them. In other words, you need to have singular voices for these three aspects that are expressed in the Throat field of the Penta.

So, the 31 is more than simply this ability to be able to influence, but this is the influence through direct communication. Again, if you're dealing with harmonies of the 1-4, or harmonies of the 3-6 then you can see the real benefits that are going to be there in terms of the way in which the voice of the 31 is going to express itself.

Bringing in a Gate/Line doesn't Guarantee that's your Role

What I find fascinating is that let's say that you're the person that brings the 31.6 into that Penta, that may be the furthest thing from your role. In other words, we always have to remember that what somebody brings into the Penta doesn't mean they have to be where they bring it. This is a real key. If you're the 14 it doesn't mean that you're the person responsible for bringing in the money. That isn't necessarily your job; it is what you bring to the Penta and the Penta will find its resource, in that sense, in the way in which the Penta operates.

You have to be very clear that when you're looking, for example, here in this configuration and you need to talk about the roles in the business that you're not talking to the person who brings the activation. It may end up that they're the person that has that job in the business to be concerned about the cost of the business and paying the bills of the business and that kind of stuff. It may turn out that person is bringing one of those aspects.

By the way, the way the 31/7 will operate in that person when they're outside of the Penta is totally different than the way it works in the Penta. Even if they're the person that's in the job doing that thing, it is still done with a quality that's different. They may have much greater success in their ability to be able to communicate within the Penta than they ever would with their role in the Penta than they ever would on the outside. The 31.4 anyway is a funny line when you look at it in an individual. So many people with the 31.4 stop trying to influence anyone because they can't stand the fact that the moment they do something good there are still going to be people who think they're doing something bad.

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But the moment that 4 is in the Penta, it doesn't carry that quality. Remember that the way in which the aura is stripped from the participants, so much of the nuance of those lines as they would apply in a human being's Design, they don't have that quality here. That's why we have a different language, because the Penta is different. You can see already that I have never described the 31/7 this way; it's a different way in which it operates because it's not a human 31/7. It would be like me talking about the 50/27 to humans and describing it the way I know it in mammals. In mammals it's all about sex and herding. And I can see myself saying to somebody who has the 50/27—it's different because it's operating in a different matrix. It is operating through a different process entirely.

So, you have to be aware that the fact that somebody brings something to the Penta doesn't mean that necessarily guarantees them that that's their place. That that's the function they should have. And in fact, for somebody who would have nothing there, let's say the person that is hired or in the beginning of that business that person that decides to that work as their share of the business, they may not have the 31/7 at all. But as long as it's there brought by others, they're going to be able to do their job effectively according to the way in which the Penta is configured.

It makes it really fascinating, this difference between what a human being is, what a Rave is, and what happens when there is no more Rave, there is only this Penta and the way the Penta operates. And then at a deeper level, at a more profound level to understand that this is our lives. If you look at the family version, if you look at the business version, life is nothing but the movement of human beings through various aura sequences: single, binary, into the Penta, sometimes into the O16, back into the Penta, back into the binary, back into the sole Rave lying down and changing the aura again, waking up, entering into another auric combination. Our lives are nothing but this endless morphing from one auric configuration into another.

Here in the Penta, for me, is the most spectacular. Here you can see the diminished responsibility of individual activation and the emergence of something that is totally unique and operates under its own rules and takes only what it needs, in that sense, from the aura of the collected Raves that it takes its frequency from. I do love Penta.

Lesson Nine November 11, 2005

The Six Polarities: Commitment / Coordination

We're continuing with our look at the various couplets that we're dealing with and here we're going to move over to what we understand in Design terms as the abstract side. Of course, the abstract is something very interesting in the way in which we look at Penta. When you're looking at the left side of the chart you are looking at in a very vague sense, because we've already discussed that logic, in that sense. But what you're really looking at is the inner world as the theme. In other words, it's very much about the internal environment, the culture of the internal environment, the way in which the roles are determined in that environment, all of that is part of the left-hand side.

But when we come over to the right-hand side we're dealing with something else. We're dealing with the need to be able to go out of the aura and carry with it its

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essence and to come back in. And that means that we're looking at a very different quality, if you will, in the way in which the Penta has to operate.

Let's think about that in terms of a small business. You're going to have those that are basically office bound. They're going to spend most of their time working within whatever the office configuration happens to be. However, there's always going to be those components that have to deal with the outside. Not even if it's a matter of marketing, just as having to go out and deal with things on the outside and represent the business; however that's being represented on the outside.

One of the things that is so important is the continuity of the quality of a business in the way in which it operates outside of what is the standard Penta. In other words, you're a group of four and one of you has to go out regularly and represent the company. That person that has to go out, they need to have a quality that keeps them aligned to the direction of the Penta when they're not within the aura itself. Where this comes from is that this comes from what we call in the body graph, the 46th gate, what we will look at here as a field of energy, this 46.

The 46th Gate: Pushing Upward – Coordination

When we think of the 46, Pushing Upward, this is a gate of serendipity. This is all about being in the right place at the right time. It is about the deep potential for success; but the potential for success in the sense of existential absorption. It is this existential absorption that is very important to grasp. In other words, once a task has been given, regardless of where the task is being worked out, there is an existential commitment to that process. Everything that we're going to see about the reliability of a business on the outside—the mirror of the reliability on the 15—this is all about what we are labeling here as coordination in terms of the outside. Being coordinated with and being connected to and being deeply absorbed in what is the Penta's direction, rather than the individual direction.

Now, it's not that the Penta aura can exist the moment that that person is walking out of that aura. It is about conditioning. It is about the power of the Penta to condition all of us. That's something to think about. We do not condition Pentas, as such. But Pentas certainly condition us. So, if you're dealing with the 2/14 and let's that you've got a gap in the 14 and you've got a considerable concern about resources, but if you have the 46, as an example, you're going to be thinking about getting those resources whether you're in the Penta or not.

So it makes the 46 indispensable. But then again, I'm saying that for every single field that is a gap. I really hope that you grasp that each time that I am pointing out how everything is lost when there's a gap that you understand that Pentas can't function properly with gaps. And regardless of where the gap is, it is going to have a disastrous effect on the way in which the organism as a whole is going to operate.

Gaps in the 46

But here what we're looking at is the importance of the 46th gate. Let me give you an example. Let's say you go into a business and everything is functional, but there's no 46; we've got a gap here. How are you going to be able to describe that to the person that you're talking to about their business? How do you describe that you see that? It's very simple. You have the example of a salesman that is told here is what you have to sell, here's the price you have to sell it at, here are the discounts that you can apply on this and this and this, now go out and do it.

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If you don't have the 46 it doesn't mean that the sales person won't go out and sell. But what the sales person is going to do is that they're going to change the rules while they're out there. The client will say, "Well, I'm really tight this month and I don't know if I can afford it." And there's the sales person saying, "Well, just for you I'll give you the three month discount for just your one month of business," whatever the case may be.

Then the sales person comes back in and says they've got the sale and then describes the dilemma and then immediately there is a friction. "You can't do that," the boss will say. "Well, I did it." And it's not just a matter of in the way in which marketing operates. It is about many, many things. It's about the way in which any kind of representation of the company and the company's policy, the company's direction, the company's goals, all of these various things, how they are going to be presented on the outside, the continuity rests with this 46: Coordination. And it really is a key of grasping what this 46 is all about.

The 46 Stabilizes the Aura

Let's look at it from its energy source. After all, when we're looking at the original illustration of the Penta, we see very clearly that this 46 has a very powerful relationship to the way the 15 works. We know that the 15 takes in the aura. But the thing that's so interesting about the 46 is that it stabilizes it. It stabilizes the aura. And of course, this is one of those fundamental keys. And what stabilization means is not so much that it eliminates fluctuation, because that's not really what the stabilizing is doing. What that stabilizing is doing is that it is conditioning all of the elements in the Penta; it's conditioning them to the Penta's aura and direction.

In other words, think about the 46th gate as a gate of the Vessel of Love. When you look at it as a gate of the Vessel of Love, the 46th gate in its deepest mystical quality is very much about the love of the body. It is a body gate. Anyone who has the 46 you will know because they are very, very connected to their physical body.

The 46 Creates the Penta Body

The whole thing to understand about the presence of the 46 is that it actually is creating the Penta body. It is stabilizing the aura, and in stabilizing the aura it is literally conditioning everyone to that aura. So when they talk about where they work and they're at home or they're in a club or they're wherever they are, there is a coordination or a continuity in their language in the way in which they express what's going on in their business. And all of that is a byproduct of the 46.

If you don't have a 46 you're going to end up with difficulties with employees. You're going to end up with difficulties with not being able to have a consistent face between the inside and the outside. You can have all of these terrific plans and work things out and if you don't have the 46 they don't get properly applied.

Theme of Discovery

As a larger heading, we have this theme of Discovery. Discovery is a very, very important part of what this process is actually about, because this discovery process is for the whole channel, in that sense. And to really grasp something about what it means to stabilize the aura, there is no way—where's the best place to put this. Let's just talk about honesty for a moment—honesty in the work place, honesty in your relationship to your job, honesty in relationship to your employer. There is an enormous question of honesty here.

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One of the dilemmas of a gap, as you will see, in the 46 is that there is misrepresentation that can take place. When we get to the 29 you'll see that the difficulties that can be here in this channel will end up creating enormous conflict problems between people that are involved in the same process together. They won't be able to see eye-to-eye.

Think about a couple of people who get together, just partners. They get together, they have a wonderful idea, they hire a couple of people to work with them, and they're off and running. But there's no 46. Basically, what happens is that the moment that the partners are outside of their business they both have a totally different perception and concept of where it's going, and at some point that's going to create a head-on collision. At some point it's going to lead to a basic conflict about where the direction of the business is going to go. So this aura stabilization is something that is very, very important.

The Penta may have only 12 gates, but they're not gates, they're fields which means they're incredibly dense and in their own way very, very complex. And each and every one of them is absolutely essential to functionality, which means that if you take any of them away you immediately get to see their importance. And you immediately get to see that basically what we're doing is that we're trying to bring balance to an organism. You do that by bringing functionality. It's what we've seen throughout our whole process so far, is that you cannot have gaps. Gaps are the curse of any small business.

So, the first thing about the 46, this aura stabilization, this gives you the capacity in which you know that when somebody is outside of the Penta that they are not misrepresenting the Penta itself. The other thing is they are prepared to meet the outside.

46 and Existentialism

There is a certain existential quality about the 46th gate that's well-known in Design analysis. It is perhaps the most existential of all gates, and normally we see that specifically in aspects that are operating out of the Spleen, particularly to the 20th gate which is the only so-called existential gate, "I am now" gate.

But the 46th gate is the collective epitome, if you will, of existentialism. In other words, there is no success unless one is totally absorbed. So, one of the things you get to see about the absence of the 46, when there is a gap, is that those that are working in the business are not really absorbed in their work.

It's a very good place to take a sidebar here and talk about the whole business of work in our lives. I'm a non-sacral being, so as a non-sacral being I come into the world and when I looked at the concept of work it struck me, at least it seemed from my perspective that you couldn't have both a job and a life. Being a non-sacral being that's pretty much a standard observation—where do I get my life and how taxing work can be.

Most human beings do not do work that is fulfilling, satisfying, whether that be intellectual or material. It is a great privilege in this life to be able to have work that sustains you, that you are fully absorbed in and that you find satisfying. For all the

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things that I have done in my life nothing has given me greater pleasure than doing the work that I do. It is deeply satisfying, and it is very absorbing. But there is a correctness for me in this process.

When we're dealing with the world of work out there, we're dealing with the world of not-self work. We're dealing with human beings that don't operate correctly as themselves, do not operate out of what is their legitimate authority, do not enter into things correctly whether relationships, jobs, careers, courses of study, you name it. And obviously, they end up in environments in which because this is not what they want to do, it's not what they want to be that they are never fully absorbed in it. In any small business, because in a small business, in a Penta, if you do not have the 100 percent involvement of people you're going to have a lot of difficulty, it requires absorption.

The 46 Brings Absorption

One of the most interesting facets of the 46th field is that it brings absorption. In other words, you're not-self you end up making a decision that is incorrect you end up in a job that should be horrible for you but you've got a functional Penta and there's an operating 46 and you find something that absorbs you. Pentas condition; and the 46 is the field that conditions the participants the deepest. It conditions them with this focus into the Penta process.

Without the 46 people don't take their work as seriously. They don't feel as good about accomplishing things in their work. They're not that interested in telling people on the outside what they do. Think about somebody who doesn't have the 46 and they're sitting and meet somebody and they're chatting away and the person says, "Well, what do you do?", and they say, "I'm actually looking for something new in my life. I'm doing this thing, but it's not really for me." And they don't even discuss it.

If you have a small business, every time you talk to somebody it's a sales opportunity at one level or another. It really is. When you have people that work for you they're going to go out into the world, they're going to have their life, they're going to meet people, and people are going to ask them what they do. This is the standard norm and classifying people in most societies.

If there's a 46 gate and they're absorbed in their work, they talk about what they do with a quality in their language that the other is going to perceive as, "Aren't they lucky, they really like what they're doing," because that's what it feels like. It's not about that they're joyous and giddy and whatever, but there is a frequency of satisfaction in the way they describe their work that gives the other the understanding that they're doing something that they enjoy doing, that they like being there.

Of course, that in itself has a power over the other. It passes information along. Remember, Pentas love to demonstrate. And the functional 46 gets each and every member of the Penta to demonstrate in one way other another. But if there's no 46 there is no coordination, there is no coordinated presentation on the outside. There is no ability to go out there and represent the company. You end up going out there as yourself and the company thing is something that you have to do. And it's very different the way the message gets across, because it's all frequency. It's all vibration. It's not like that person who is impacted by the functionality of the 46

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understands what is happening to them. They simply think that they're content. Ah, there's nothing like a functional Penta.

The 46th gate is a gate of love, after all; let us not forget that. It is a gate of love. And it really is about understanding that this is where the Penta has that capacity to become something that you love. You're going to spend so much of your time in that entity. Work demands our time. Small businesses demand enormous time. I've been putting in 12 hour days now for 15 years. It is just the way that it is. When that is happening to you and everything is correct you don't really notice, other than on reflection. Everybody knows that people who operate their own businesses work much more than they would if they were working for somebody else. They're absorbed. It is theirs; they care about it, it's important for them, all of those things.

So when you go into a Penta and you see there is no 46 gate, oh, hey, boom, bells go off, warning signs go off, because you know right away what it means. You know that you don't have content employees, you don't have content owners. That on the outside they all have a different idea of what should be this and what should be that. And there's nothing, in that sense, that really gets coordinated. So that the auric power of the business doesn't go out. All businesses need to have this proper binary, this capacity to have the correct environment on the inside and this ability to represent the correct environment on the outside, to bring that personality forward.

Research and Development

The second aspect here under aura stabilization is research and development. This is something that is a real key as an underlying theme of the 46. This is very much where things get tried out. And it is this trying out that's so important, because if you're going to try things out on the outside you can only do them according to the way in which they were designed to work. Otherwise, you cannot verify or test them.

Let's say that you've developed a sales strategy. And in the development of that sales strategy you have a specific program of the way in which the whole sales program has to be offered. There's a special language written. It is something that is rehearsed and worked over by whoever is going to do the marketing. The only way they're really going to know the effectiveness of that is to go out and do it, but to go out and do it exactly the way it was intended to be done.

Again, you get back to this theme of aura stabilization. In other words, if the 46 is functional then anything that is a construct on the inside will be represented as that construct on the outside. Which means that if it doesn't work they know immediately why, and if not knowing immediately why they simply know that that process doesn't work and they'd better try another one.

But if you don't have the 46 whatever you think you're going to be putting out doesn't get out properly. And this theme of research and development is about the byproduct of the 46 rather than the source of the 46. In other words, if your program on the inside is implemented correctly on the outside, whatever happens it's that that gives you what you need. Whether it is something that you need to develop, whether it is something that didn't work and you need more research because you need to find something that will work. But the only way that that's going to happen is that whatever is constructed on inside that all of that gets taken directly outside.

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Only then do you have a proper measurement. Only then are you really going to be able to see how well it can be presented on the outside, whatever it is. There isn't a business that doesn't have something to sell. Every business has something to sell. And whether it is the most obscure of services or the most obvious of mundane products, every business has something to sell. And yet, selling things are not easy. Running any business is always a matter of experimenting with a concept, you put the concept out and you see what happens and you learn from that process. This is the discovery process.

Remember that the key to the 46 as 46 is that in its existential focus that you go through the thing, you don't stop in the middle, you don't give up—if it doesn't look like it is going good, you don't try to make changes on the fly. You don't do any of that. You just follow through so that you can collect the data. Remember that this is abstract, it's about past experience leads to wisdom, you collect the data and you see the impact.

Every time that Jovian has a sale, or Jovian is promoting a new service or product this is something that is charted. You come up with a strategy, you implement the marketing, and then you watch and see how it works. There are things that you simply learn along the way. It doesn't do me any good to give people weeks and weeks notice for something, because what I've learned is that most people will do things within a two or three day period. You just learn from experience.

I thought it was hilarious for the Reflector Reflections Sunday lecture, an extraordinary piece of knowledge for Reflectors. I actually put the information up for 28 days, advertised it for 28 days. I wanted to see what would happen if I put it on a complete Reflector time table. It's the worst attendance I've ever had for a course. You learn things.

The thing to understand about that is that within the context of understanding the language here, that is research and development, I want you to grasp something, that it's because of the consistency of presentation that research and development can be done. In other words, you have something, you come up with it, you coordinate it, you put it out correctly on the outside, and you see that it's reasonably ok, you can develop it, and you can work on it. If it falls flat on its face you can research it. But you can only do any of those things if you have that consistency, because otherwise you can't measure it.

No 46th Gate: No Consistency in Presentation

One of the biggest problems that businesses have is that they come up with concepts and they put people out into the street to push those concepts forward. But if there is no 46th gate, one person does well, the other person doesn't, you don't really understand why. There is no consistency in the way the presentation was put out so there is no way to actually measure it correctly.

So, aura stabilization, coordination, research and development, if there's a gap in the 46 you see immediately the price that's going to be paid for any business. Remember that we are dealing with the deepest social aspects of the Penta when we're dealing particularly with the 15/5 and the 46/29, this need to share, the underlying thematic that is lying there.

If there's no 46 and you walk into a business and it's not there, there's a big shiny gap there then right away you know precisely what you can talk about. Here is a

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company that doesn't know how successful it is in presenting itself to the outside. It has no consistent measurement. It does not have coordination with its staff so that the staff is correctly presenting the business on the outside. Because of that research and development doesn't mean anything because you don't know what to research or you don't know what to develop because you have no way of seeing correctly whether or not something worked.

One of the things that so many companies do in the United States is that when they've developed a product, before they will release that product publicly they do all kinds of private releases. They'll go into a neighborhood and they'll give all the women in the neighborhood a new soap power, whatever the case may be. It is only when they present it consistently that then they can begin to measure it. There's no other way. And then they can do their research and development. "Did they like it?" "No." "What was the matter?" "Well, they didn't like the color of the box," whatever the case may be. The tomato stains didn't get out. They learn it.

But the only way you can learn these things is that you have a consistent presentation so that you can adjust. There are many film makers who will have private screenings of an edited film that's designed for major release and they will bring in a test audience just to get a sample, because if that audience does not react then something can be done about it. All of this is 46 phenomena. So, we've got a gap in the 46, we have a problem.

[Illustration]

The 29th Gate: The Abysmal

Let's go to the other side, where we come to the 29th gate. Of course, the 29th gate, the Abysmal, the deep within the deep, the gate in Design in the body graph the gate of saying, "Yes," indeed a gate of commitment. However, remember that what we're dealing with here is not a gate, but a field of energy. You can see what the 46 brings to the 29, and what the 29 delivers to the 14, because that's really the movie.

The 29 is related to energy, the energy here in the Sacral field. It is one thing to have the 46 being functional so that there is this continuity in the way in which the essence of the business is presented inward and outward in the language that we've been looking at. But of course, without the 29 it's not like this 46 can go up here, it can't go anywhere. It has to have the 29 in order to be able to make its impact integrated into the whole.

Gaps in the 29: No Energy for Commitment

If you have a gap in the 29 it means that there is no energy for that commitment. In other words, you've got the 46, you don't have the 29, everybody understands what has to be done, but it doesn't get done. It just doesn't get done. That's the thing that's so disconcerting, if you will, about having a 29 gap. It just doesn't get done. And then everybody gets really concerned. "Why isn't this getting done?"

Everything about the 29 is bringing this energy, because its energy, Sacral energy, of commitment and we all well know that when the Sacral Center is committed to anything, when the Sacral responds to anything that the resources available are absolutely extraordinary. And this is one of those essential engines of the process.

External Integrity/Loyalty

In order to really be able to operate correctly on the outside you cannot do that without the 29. And here in the language of the keynoting is we have this term

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external integrity. Obviously, this is very much connected to the harmonic theme in the 46. That is, this theme of if the 46 isn't there, if we have a gap, you're not going to be "honest" in the way in which you present what you're supposed to be presenting.

But again, it's the 29 that actually puts that into motion, it gives it the energy. It gives it the capacity to energize that commitment. This brings out the external integrity. It simply does. In other words, what the 29 brings is that these are beings that will follow what their commitment is. In other words, you're asked to go out and do XYZ, the 29 is there, you are going to be fully committed to going out to the outside, to the external world and you are going to present what you're told to present.

But, if you don't have the 46 you won't do it correctly. And if you don't have the 29 there is no external integrity. There is no energized commitment to doing the work on the outside. These are people that are supposed to go out doing things and they basically just can't. There's always some excuse. There's always some reason. And of course, what that ends up being a problem is with loyalty. So much of this whole channel is about the integrity, the loyalty, the commitment, the coordination, the support, the pride in presentation of the Penta itself.

So loyalty becomes an enormous theme here. In other words, if you're not going to keep your bargain, every business is a bargain, it's always a bargain—you do X you get paid X, there's your bargain—it's always there. When you're missing the 29 that bargain is not being kept. It's just not being kept. And of course, in the way that human beings operate basically the way that's going to be seen is as disloyalty. "These people really don't care about this business, they really don't care about this job, and they really don't care how important it is to me that they did that."

By the way, at an individual level it's not their fault. Pentas are Pentas. You can be a very honest, straightforward person and if there's no 46 or 29, if there are gaps in either of these places and it's your job to go out and represent the company you're going to do a shitty job and they're going to think that you're disloyal, they're going to think you're dishonest. It can be quite spooky what happens to people because of the nature of dysfunction in Pentas and who ends up getting the blame for it.

Theme of Commitment

So here when you're looking at the 29, when you're looking at this theme of commitment, it's not so much begin committed to the other, it's the commitment to the Penta. This commitment to the Penta is the essence of loyalty. It is one thing to have a functional culture, as we saw weeks ago when we were looking at the 15/5, on the inside it's much easier to maintain because everyone is within the aura. But it's a totally different thing when you get out of the aura how much of the integrity of what you represent, how much of the essence of where you work is taken with you and how loyal are you to the Penta. And for any business this is something very important.

What the 46/29 really emphasizes so deeply is that in order for the work to be done on the outside there has to be a deep and powerful commitment to the Penta itself. And in order for that commitment to be there, there has to be the functionality. With the functionality it all becomes easy to simply live out what the conditioning is of that process.

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The Importance of Good Record Keeping

Think about how hapless a business is with a gap of the 46. It's much more serious, by the way, than the gap of the 29, much more, because the moment that you don't have the 46 all your ideas about how well you're going to do on the outside, you don't know what's going on on the outside because you don't have any reliable measurement. When you think about the abstract and you go above to the 33/13 you've got accounting and oversight. This is all about really seeing, really being able to see the pathway as a business. Nothing is more important to a business than its history. Every business is a living history story.

I have records going back to 1989 when I first started to give professional readings. And for about 10 years I charted the number of readings that I did every year. It was just fascinating to be able to see over a long period of time the growth curve. I had this very curious experience. At some point I began to get quite burnt out from doing personal readings. I have three open motors and I did 6 or 7,000 personal readings so I began to get a certain burnout. There were a number of years where I was averaging around 500 or 600 readings a year, which is an enormous number of readings.

So I decided as a strategy that what I would do is that I would double my price. At that time I think I was charging in Europe about 250 Deutschmarks, about 125 euros, about 140 dollars and I just doubled it overnight. And I assumed that when I watch the tracking there would be this huge falloff, at least half would falloff. You double the price, half would fall off, I'd figure I'd end up with the same equation, but a lot less work. It did not work that way, as a matter of fact. The falloff was only about 20 percent which told me right away that I had been undervaluing my readings all along.

That kind of insight, you can't get that without history. You have to have history. You have to be able to look back at your records. You have to be able to look and see how products did and when they did well. You have to look back at sales staff and see that some of them are good in the spring and some of them are good in the fall, and so forth and so on. There are all of these things that you can only discover if you've got good record keeping.

Everything about the abstract side of the business is about making sure that you can do research and development because research and development is everything. To keep the business fresh, to keep it growing, to make sure that its approach is correct, to make sure that it really hitting its target audience, does it even know what its target audience is, all of this is over here on this side. And when you have gaps on this side you don't have a history, you don't really know where your business is going because you don't know where it's been.

A Totally Absorbed Penta Brings all Components Together

It all begins down here with the 46/29. It begins with understanding that in order to be able to have any legitimate measurement of the potential of your business you have to have a coordinated, committed effort to get it out precisely the way it's designed to be put out. Only then can you begin to measure. Only then can you begin to experiment. Only then can you begin to upgrade or drop things entirely and move on, because only then are you truly going to be able to see. And in order to be able to do that you need the loyalty of the Penta. You need the Penta to be absorbed.

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It's so beautiful to see that every single functional Penta is designed to be totally absorbed in its process. It brings all the components together. The functional Penta, everybody actually works longer than is necessary. And not because they have to, but because they don't realize that they're doing that, because they're absorbed. And when you're absorbed, the time just goes by, you're not counting. You're not figuring out how much you're earning. You're not doing any of those things. You're simply involved and absorbed in the dynamic.

The more absorbed you are in the process of the Penta the better you are as a representative on the outside. Remember, this description of the representative on the outside is anyone who is working in the business. It doesn't matter whether they're specifically somebody that goes out and sells. As I said, this is the way in which they're going to relate to the people around them in their life, their families, their friends, their acquaintances, whatever the case may be; because after all, we all carry that as a badge. This is the not-self working world—what you do, where you work, where you live, how much you earn, all those things—these are Penta obsessions.

Discovery and Dreams

The Penta is the most material of all things. So, when there is this absorption there is this loyalty, there is this sense there is stability, that there is viability and of course, out of that comes dreams. And I think it's the thing that I like the most about this 46/29 is that this is where a business really dreams. It's not the same at the vision in the 2. It's quite a different thing. That is so much about the grander vision, the larger vision, the greater whole.

But the dream that arises out of discovery—when you work in the field, when you track, when you do your research, when you're consistent in the way in which you put things out so that you can measure them, you discover things. And those discoveries lead to the possibilities, the dreams of what can actually be accomplished. How much better this product could be. So many people who put out a product don't want to hear bad news. Small businesses hate bad news. They hate it when a client calls up and tells them that their service, their product, whatever was bad, they had a problem, they didn't like it, the whole thing.

It's here in the 46/29 that you have the ability to be able to deal with those people with integrity. And to learn from it—"Oh, you didn't like that? We'll have to take a look at that. Maybe there's something we can do to fix that." This is this receptivity on the outside, the social interaction with external integrity and loyalty as its framework. It's not about, "Yeah, I'm sorry, we do sell shitty products some times." It's not about, "Well, I can't really help you, nobody else has this problem," and so forth and so on.

Ability to be Receptive to Problems

The only way that a business grows is that it grows through its receptivity to its own problems. It's a refinement process, after all. Every business makes mistakes. Every business has problems in products and services that they offer. It is the nature of the world. They're always going to be these things. But it's not about ignoring them. It is not about pretending that they are not there. It is about dealing with them. This is also part of this whole process of the 46/29, being able to learn from the experience of presenting the business on the outside, and dealing with the consequences of that.

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So, when you go into any business and you've got a gap here the ability for the business to be successful, to grow, to increase market share, to do all of those things, the ability to hold employees. When you don't have the 46 or the 29 you're going to have turnover. It's just there; you're just going to have turnover, there's no loyalty, there's nothing that's holding them together. There is nothing that stabilizes them in the Penta aura, there's nothing that satisfies them that focuses them. For them working for that business is going to be temporary. When they go out in the outside world they are not carrying the Penta. What they're carrying is their personal whatever about what they think they should be doing or shouldn't be doing. And that their eyes are open and looking elsewhere.

The moment that you're in a business where you have no 46 or 29 and you've got a customer that has a problem, you actually have people in the business who rather than trying to learn from that process simply agree with the customer. Not necessarily to the customer's face, not necessarily to the boss, but they'll go home that night and they'll say, "This poor woman called up and she said this and that didn't work well and it's terrible, and it's really true. I don't know why we still have that fault in the product. We should have fixed it ages ago but the boss doesn't want to spend the money."

The 46/29 needs the Resources of the 14

The relationship of the 46/29 is that it needs to tap into the resources of the 14. That capacity has to be there. So many businesses waste money on research and development because they don't have a proper foundation to work from. And it's just money, ultimately, just thrown away. You get some isolated department somewhere that's doing stuff that may not have any real application whatsoever; it's just being done in a vacuum.

Small businesses cannot operate that way. A small business without loyalty, a small business where the participants are not bonded because small business do that, you build up a very powerful connection to the other, it gets functional. But the moment there's dysfunction there, there is a problem. Walking into any business—we've been through a lot of gaps so far—you walk into any business and you see not one, but two or three of these gaps and you see right away that they're not going to last very long unless there's something that's going to be done. Because each and every one of these gaps, they really bring big problems. And it's not like they go away. These are holes where all the energy goes. Then you have all of this potential of any business just going down these holes into the gaps.

No 29: The Firing or "I Quit" Gap

The lack of 29, this is the great firing, "I quit," gap. It goes on and on. It's just a gap, nothing else. Not about the individuals, not about what they really are, what they're like as unique beings, it's amazing. Think about the channel 40/37, this is the channel we think of in relation to bargains and loyalty in the body graph. Imagine you're a 40/37 and you're in a company that has no 29 and you end up being disloyal. It has nothing to do with the fact that you're designed, once you have emotional clarity, you're designed to be able to see what you can be loyal to and it's very important to you.

But in a Penta? If there's a gap everybody has the problem. The boss isn't loyal to the employee; the employee is not loyal to the boss. There's no real integrity in the way in which they operate. There is no coordination, there is no commitment, and there is no discovery. Then you end up in an endless cycle of hiring and firing until

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the business folds because it can't go on for long. The turnover of businesses—in the United States because it's a great example of plain old fashioned entrepreneurial capitalism, when you look at statistics you see that upwards of 50 percent of all businesses that are started end before the first year is over. Gone. It's just an endless cycle of turning it over and turning it over and people hoping that they're finally going to hit on something that's really going to work. There's this incredible lack of stability in all of that.

This is why Penta knowledge is so important. This is why Penta analysis ultimately is going to be such a lucrative business for you as professionals is that this is an area where most businesses fail. And they fail because of dysfunction which means that most businesses can be saved with engineering. That's something that's very exciting.

[Illustration]

Analyzing and Engineering

In this illustration as I've been doing in the past weeks, I have added these BG5 line gap keynotes. Remember that what we're looking at is something that is going to be one of the major tools for us in terms of engineering. What we look at the beginning of each of these classes is the analysis, the framework of the analysis. Obviously, when we get into the second semester everything that we're going to do is going to be related to examples and analysis and engineering.

But it's very important to see that we have these two things we have to deal with. One is to be able to analyze the gap and understand what the gap is doing in terms of its impact on the business, to understand the nature of it. That way we have a way of expressing that information to whoever is involving us in that business so that it can be properly explained to them, that they understand that we see the dilemma in the business.

The other side is about engineering. You go into a business, there's no 46 or there's 29 obviously the business doesn't have much of a future. You're going to have to engineer for those aspects, you're going to have to bring in somebody.

One of the tendencies if you don't have a 46/29 is that "Ok, we'll bring somebody in, but who do I fire?" In other words, there is this hangover of lack of loyalty and all of these things that are there, no aura that is stabilized. I think there will be some dilemmas with trying to convince those involved that it's not about firing somebody, it's about hiring. It really is about filling in the gaps, that the problems that may be there at the moment that those are problems are a byproduct of the gaps being present and nothing more, nothing less.

That's the most amazing thing about the engineering to functionality is that when you enter into functionality everything else changes. The whole environment, the culture, the commitment, all of the things we've been talking about, all of this becomes functional. Obviously it becomes functional within whatever the limitation of that group of beings is, and whatever it is that they're doing, but it is functional which means that it has somewhere to go, that it can develop and grow and expand and so forth and so on. So, the engineering is something that is a real key.

Let's say we have the whole channel open. Right away you walk in and bells are ringing. This is a business that's on the threshold of simply falling apart. So, it's very important to immediately get down to the basics: You need people. What do

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you want here? Remember that engineering is such a fascinating thing. Engineering is one of the areas where we have both advantages and disadvantages. The advantage is that we can see specifically what really works and what would be nice to have. And of course, the disadvantage is that you're dealing with binary qualifications from anyone that you're going to what to hire.

In other words, let's say you put an ad out for somebody to fill a position in this company. They have to be hired for a specific function. Again, if the company has a functional 7/31 then there's going to be a clear discernment of roles and roles that are required and there is going to be a way of seeing where they can add somebody that is going to be effective to the business as a whole. And the fact that you get people who are going to apply for these jobs, they're going to have varying levels of experience and expertise and training.

Filling the Gap is Most Important

The other side of the equation is that they have to carry with them aspects that are going to be valuable in terms of engineering. Let's say that we have a short list of a half a dozen people, let's say six people who technically qualify for the work that is require. Then we look at their Designs, we look at their BG5 configuration. We see that one of them has the 46/29. Well, that one may actually have less of this or that compared to the others. They may have less experience, may not have the same level of training. But the fact that they have the 46/29 is going to sway us. In other words, better to engineer for the 46/29 with somebody who at least is on the short list, than to put somebody in who's really fantastic but there's no 46/29.

If you really had somebody who came that was so fantastic and the boss said, "This person is really incredible," and there's still no 46/29, if there's room in the Penta, let's say it's a three that will go to a four then you'd immediately you'd have to say, "We'll have to bring in somebody else," because you've got to fill the 46/29.

So, you can see what the dilemma is. Engineering takes different preparation than analysis. These businesses that you're going to go and see even if they've become interested in what you can do you in business because you've done their Human Design or you've impacted them in that way, they're confident in that sense, or at least they're ready to be confident in the fact that you're probably be able to do a good analysis of their business. By using their language and by being able to talk about the gaps in the language of business they're going to assume that, and correctly, that you can analyze their business. But the engineering is something else. That is really something else.

It's one thing for them to sort of try to figure out how you can read so much out of that empty space, but it's another thing to say to them, "These four people that you just interviewed, the one that you really one and the number two that you'd take or the number three that would be your final option, we want number four, we want the one with the 46/29." That's quite something to get across.

It's very important for you to understand these things and to be ready for what it takes to do engineering because our engineering is very unusual. In other words, we are looking at a different set of configurations in order to make something functional as a whole and that's so different from just looking at parts and seeing this part is good or that part is good. You have to see how everything fits together. So we would have to engineer for that 46/29.

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The beauty of that is that even though that person isn't going to be fabulous at their right away, and they won't, they have less experience and training and so forth and so on, but the whole business is suddenly going to operate differently. There's going to be a new atmosphere. There is going to be a coordination and commitment that wasn't there before. When the people that you deal with understand what you're going to bring, that when you hire somebody to engineer you are not just simply hiring someone, you are bringing ingredients into the overall, and it's these ingredients that's going to change everything. That 46/29 being brought in by the being is going to change everybody's quality of work. So, everything is going to become more productive, more efficient, and more viable. You're actually going to be able to go out there and present the business in a correct way, and so forth and so on.

Time Commitment

So, engineering is quite a step. The other thing is time, because time is a dilemma. You go into a business and there's no 46/29, you know that you've got to do something right away, the people involved give you the benefit of the doubt, and they're ready to do that. You need to start the ball rolling immediately. Yet, at the same time, you have to get the owners of the business to make an extended commitment to recruitment.

Let me give you an example. You can run an ad. Let's say that you've got a service business that's in a certain sector. Let's say we're talking about computer programming, as an example. So, you want to do engineering because you've got to get the 46/29 in. You get the owner to put an ad in one of the programming journals. The tendency of the owner is to run the ad and to run it for a week, or if it's a monthly publication we'll put an ad in for that month. But one of the things to see about our dilemma is that not all jobs get enormous numbers of responses. I've gone through this already; through a process where we had a short list of about 14 people, but that took about six weeks of active recruitment.

One of the most important things for these small businesses when you get them to a point where you're going to do engineering is that what you basically say is, "Three months from now we'll be ready to implement the engineering." In other words, you need a track that will give you enough time to interest enough beings. That's important because the greater the selection that you have the greater the potential for not simply the functionality engineering, but weighted engineering as well. You wait that couple of extra weeks; you might get somebody else that has the 46/29. You might be able to see that they have slightly more experience. They may have better lines and harmonies in their 46/29 than the other person, and so forth and so on.

So one of the tendencies in the small businesses is that they don't like advertising, all kinds of advertising is expensive. To carry advertising to put your ads in the right place to get the best possible recruitment sample, these are things that are very important. It is something that will be part of later discussions in terms of methodology, the kinds of things that you want the people in charge to understand about what you require in order to be able to do your job properly. Time is part of it. In other words, to make sure that you're not under enormous pressure to fill that gap with any thing, you do need the time because again you have this double level that you're going to have to deal with.

Gap Keynotes

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Let's take a look at the gap keynotes and let's begin with the 46. We know obviously that what we're dealing with here is not simply just the coordination or the aura stabilization, but we're really looking at the bedrock of enjoying your work, the bedrock of being absorbed and fulfilled in your work.

The 46th gate, if you look at the harmonies there is no particular harmony that is more effective than any other. That's quite different than when we looked at the other situations in the past. In other words, I could take anyone of these and utilize them. But, it depends on what the business is. In other words, the weighting is going to be dependant on understanding and knowing what kind of business that you're involved in. And it's knowing that business that is going to allow you to see in that particular instance which harmonies can be more impactful than the other.

By the way, in the 46/29 you cannot go wrong with any kind of weighting. In other words, it's one of the things to understand about the 46/29. Obviously, there is a difference between the detail networking, the potential marketing, the determined leadership, these are obviously different qualities, but it's very important to see that one does not have great value than the other than if it's specific to the business.

For example, let's say the business is deeply oriented towards marketing, which means you're going to have a lot of representation on the outside where you're going to need the external integrity and loyalty. Having the 2-5 harmony, that is the potential marketing skills, the talent to build your reputation that obviously that's something that can be quite effective. But, so is determined leadership, in that sense.

Without the 46/29 the Penta Just Breaks Down

In other words, the 46/29 is quite unusual in the way in which it operates. What we're really looking for is let's just get it filled and functional so that it's going to be able to serve the business the way it's intended to. With no 46/29, you really don't have a Penta in the sense that it just doesn't work properly at all. There are other gaps where you can sort of limp along and whatever, but here the very fabric of the Penta breaks down because so much of our process in business is our trust, our underlying acceptance of the bargain between us and the employer, between us and the business, our responsibilities, and all of those things. And without this, of course, it's just something that's going to break down.

The other thing is to think about the harmonies again, and to remember how different they are than when you're looking at them in terms of Human Design. Remember, we're not talking about gates, so we're not talking about hexagrams. There is no 1 to 6, in that sense, in which there is a lower trigram and an upper trigram. This is simply the way it's being pulled in by the fields of energy. And in fact, within the context of the vortex there is very little difference between the harmonies themselves, there's just accents on either end of the pole.

So, if you've got the 46th gate and you happen to have a 6th line activation, it's also carrying the 3rd line quality. It's there already. It's not like you have to look for the 3rd line to be able to complete that process. You don't. But it doesn't mean that the accent is going to be on one rather than the other, but it does not exclude the other.

So for example, when you're looking at weighting the 46/29 you might have a 6 in the 46 and let's say you have a 2 in the 29, you can see then four of the elements are covered. In other words, the 2-5 harmony and the 3-6 harmony are presented

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there. The only thing that's going to be missing is the 1-4. So, being able to understand the way in which the harmonies operate makes it a lot easier for you to be able to do your weighting and also to be able to see how much you can actually have.

Super Functionality

Let's say you get somebody with the 46/29, and they have the 46 twice, conscious and unconscious and they have it in different lines. Right away, if they have it in the 1st and 2nd lines, right away you have four of the six elements that are there. If you bring the 3rd element, the 3rd binary into the 29 on the other side, you have everything that's there. Obviously, when you have everything that's there you have super functionality. In other words, you've got everything covered.

Super functionality is not something that we can look for in small businesses. It is something that we will see in OC16 where you can actually, because you're dealing with large organizations that have hundreds of employees that you can create super functionally Pentas in different departments where they're specifically weighted for their capacity to be able to bring all of the varying aspects into the way in which the Penta operates, a deep, deep focus and something that can be very powerful in the way in which it works with in a larger organism.

I just give you that so that you have a sense of it. I'm not suggesting that super functionality is something that we can bring to any ordinary business. But you can bring the quality of that to some of the aspects of the business. In other words, by weighting, by seeing what you have in the first place, by seeing what goes in, you may have situations where through multiple activations that you're able to cover all of the various qualities.

The Need to Truly Understand the Business

Again, every business is an organism so every business is unique. One of the real essential tools is you being confident in understanding what the business is about. It's impossible to do really good engineering, other than in filling in gaps, unless you truly understand the business that you're dealing with. You need to understand it in order to see what kind of keynote qualities are useful and can be of benefit beyond just ending gaps. But in terms of what you can do in terms of weighting the business, in terms of bringing in those extra qualities in various places that are already functional, you bring in another aspect to it by bringing in another harmony quality that expands the capacity of that particular area of the business. Because you're dealing with a functional business to begin with, anything that you bring that's going to add super functionality is going to ultimately bring additional material benefits to the way in which the Penta operates.

There are certain areas, where, for example, if you have that in the 46/29 where you have these three different activations that will give you the six harmonies you're obviously are going to end up with a Penta that is highly motivated and focused. Highly motivated and focused in the most general sense. And of course, that's going to permeate the way in which the rest of the Penta is going to operate.

Keeping in mind the importance of the harmonies and the way in which they operate, and to see very clearly that our hiring process requires that we have to really get as good a sample as possible to work with. In other words, that recruitment is going to

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be a very, very important theme for us. We cannot do that alone, we can only do that in association with the business itself and for them to be able to have that commitment to allow us the time to be able to go through enough applications to find just the right ingredients, because it will make an enormous difference once it's implemented and it's correct.

Lesson Ten
November 18, 2005

The Six Polarities: Accounting / Oversight

This is one of the more interesting harmonies that we're going to deal with. It's one that carries I guess in many ways a lot of hidden meaning in terms of the way in which you may look at this channel again when you see it in an individual Design. What I'm talking about is this combination that here is called *accounting/oversight*. We're looking at the 33/13. It is something to keep in mind that we are all dealing with this as a transit phenomena now. In many ways, it perhaps helps our particular situation in trying to grasp what this is really all about.

The Police

One of the things that we looked at last time, because we've been looking at the right-hand side of the PentaGraph, is we talked about the importance of what the 46 and 29 bring in terms of the coordination and the loyalty and the various aspects that we looked at. But when you're dealing with the 33/13 in many ways you're dealing with the other side of the story because in many ways what you're dealing with "the police." Ah, it's one of those things about businesses.

I've had a number of friends of mine over the years that have gotten into the restaurant business. How they lament. I listen to them talk about how it's practically impossible to be able to police their business. There are so many problems in the way in which employees operate and take advantage of any kind of organization. It's always a percentage of any business. It's one of the most interesting things about this 33/13 is that it carries an essential policing quality and nobody is really comfortable in that. Particularly when you're dealing with a small business where you have a tight Penta that you have people that very much rely on each other that are integrated together in whatever the Penta direction is of the business.

Yet, at the same time, somebody has to check and make sure that everybody is doing what they're supposed to be doing. When you think about the PentaGraph and you look at the upper left-hand side and you come over to the 7th gate, we have this theme of planning. It's great to be able to plan, it's great to be able to define people's roles and you're going to do this and you're going to that and together we're going to be able to present that and it's going to be terrific. All of that is wonderful given that everybody fulfills the potential of their role.

We all understand that there is a limitation. But the reality is that everybody has the potential to fulfill their limitation in any role that they have. But who is going to check that? Because the reality is that most human beings are not going to fulfill their potential. They're not. They're not necessarily motivated correctly. They're not necessarily in a functional environment in which it is possible for them to begin

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to see the real benefits of the world that they're doing and enjoy it in relationship to the functionality of it.

Every Business Operates on Numbers

The 33/13 is more than this hidden accounting name. This is a great name to hide behind in a sense, because one immediately thinks about a bookkeeper in the back room counting the numbers. But so often everybody forgets that it's the bookkeeper that actually discovers stuff. Those numbers are magical because every business operates on numbers; everything is numbers.

If you don't have good numbers, if you don't know how to use the potential that you have to analyze through numbers you're not going to be successful as a business. And not simply because you don't necessarily understand your market, or that you're not clear about how you can do what you do at what is the most efficient financial level, it's more than that. It's about accounting for the roles that have been established and whether or not those roles have been fulfilled.

The Importance of Review

It's not just about counting money. It is about accounting for what has happened in the past. In other words, there has to be in every business a review. That review has to be something that is not secret. And again, this is one of the tendencies out of the 13th gate, this tendency to be secret about the fact that assessment is part of the reality of the job. When assessment is a natural aspect of the work and not an inquisition or a threat, but simply a natural part of the work, then everybody is going to operate with integrity in terms of the way in which they fulfill their obligations. So, assessment is something that is very important.

The 13th Gate: Record Keeping

This 13th gate, here you can see in the keynoting that it's keynoted as *record keeping* to begin with. We understand within the context of how we look at the 13th gate that it is a gate of memory. It is a gate of collecting or gathering information. It is a role gate of the self, and it is a role gate of openness. It is the fundamental empathic openness that is there in all of us. But it is not an openness that is motiveless; it is an openness in order to receive something in return, to the point that in the 4th line of the 13 you get to a place of exhaustion where taking in all of that information is exhausting.

One of the things to really see is that the 13 brings a general acceptance of record keeping. In other words, the 13 brings a financial openness to the business. And that financial openness is very important. In other words, one of the most contentious things in any business is what people earn. "How much does Joe make, how much does Jane make? How come I make this and they make that?" There are all these things about the accounting that become very important. When you have the 13 and it's functional, when you're operating out of a functional Penta, then what you have is a general openness to accounting. In other words, you're not going to have people getting paranoid and uptight if you say to them, "How did it go last week?" In other words, this is something that is very important.

Remember, it isn't somebody necessarily filling a role, because again, this is not a gate when we're looking at it within a Penta. It is a field of energy. It's a frequency field. Of course, with this frequency field, if it's there then there is going to be a

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general recognition of the importance of accounting so everybody can see what they're doing.

Weekly Meetings

One of the things that we'll talk about in terms of alpha training, which is one of the main themes that we're going to deal with along with analysis in the next semester, is the ability to know how to direct weekly meetings of the team, weekly meetings in which accounting is something that is clear and obvious. In other words, everybody gets to see how the Penta is doing.

By the way, this is enormously important for the Penta's personality. It's enormously important. There is nothing worse in a small business than whoever has the money getting cold feet and suddenly this frequency running through where everybody is concerned about whether they're going to have a job the next day or not, whether the whole thing is falling apart or not.

In a functional Penta you can be in difficult straits and still have everybody on board and everybody comfortable because everybody is participating in the way in which the information is shared. One of the real dilemmas of Pentas is the assumption that there is a need to know. In other words, this concept that somebody is using information as power to keep that information away from others. Of course, it's never really power, but it's always a problem.

Recording Keeping for the Benefit of Reflection

So, the 13th gate has an essential function. This record keeping is not something where the records are stamped secret. This is record keeping for the benefit of reflection; this is one of the main themes that is there in the process of the 33/13. After all, we're talking about the witness, the prodigal. We're talking about the ability to be able to discern out of past experience valuable information. And out of that discernment also to be able to initiate the potential of not simply remembrance, but of revelation. Record keeping is of enormous importance to a business.

Think about walking into a small business and you don't have the 13. That's the first place to really begin with, the 13. You walk into business and it's not there. So what's not there? There is no record keeping. And when there is no record keeping there is false trust. You don't know why the business isn't doing as well as it should because it looks like it should be doing a lot better. You don't know why it's so hard to pay all the bills, when there seems to be enough sales to compensate for it.

And everybody is touchy. If you scratch anyone about their process or what they're doing, they're going to be very uncomfortable. Not only that, they're not going to tell you things. They're not going to tell you what's wrong. This is the kind of Penta where you enter into where somebody trying to be an alpha on the inside.

Pentas Require Guidance

Let's talk about this for a moment, because it's something to grasp. The Penta is an obedient beast. It's truly what it is. The great material beast of burden, this is the Penta. And Pentas require guidance. Every single one of you when you enter into a Penta environment basically you're entering in as a kind of substitute alpha. And as a substitute alpha to provide the guidance to the Penta so the Penta has its correct function and direction. Most small businesses are operating on the inside and with

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any dysfunction there is somebody who ends up being the one that takes on the burden of being the alpha, the boss.

The thing to recognize about a Penta is that it has a hierarchy, but there's no boss inside. There is a hierarchy of respect, but there's no boss. One of the dilemmas you'll see when you don't have the 13th field active in the Penta is that you're going to see one person under siege; that one person that has been given all this alpha responsibility because they're inside the Penta, and they're locked inside the Penta.

Alphas Guide from the Outside of a Penta

Remember something about the nature of Penta. I talk a lot about meeting those early Pentas of three and four because you can be so powerful in your influence. Our engineering work is not about engineering Pentas, it's about engineering OC16s, and it's about engineering growth. Natural growth for a Penta is one Penta leads to another until you have three of them and they're lead by an alpha.

It is the whole nature of Penta to simply form more Pentas to naturally grow. And it will naturally grow if it's properly guided. But, these small businesses with dysfunction, instantaneously one person takes on a disproportionate responsible in all of that. If you go into a functional Penta where there are three people and there's one person who is basically running the whole show, the atmosphere is very different. You don't get a sense of that. It's not that they don't have the respect for being in that position, they do. But they don't act as an alpha.

When you're in the Penta, you're the Penta. You can only direct a Penta from the outside. What I'm teaching you is how to be alphas, how to understand at the deepest level because I actually teach you more than you will ever train an alpha to know, to be able to grasp immediately how to guide a Penta to functionality.

Tension Results from No Record Keeping

So, when there's no 13 and there is no record keeping there is immediate tension. And obviously, this is something that is going to have to be resolved. It is something that is going to have to be engineered. You're going to have to bring an element that is going to bring that quality. Then everybody will settle down to, "well, we're going to have weekly reviews; good," everybody says "good." They don't have to be paranoid. They just have to do what they're supposed to do anyway. It will all happen in a different atmosphere. And it's not like anybody is going to change their role. And it's not like anybody is actually going to change. It's simply the formula will change because you take away the dysfunction.

Assessment

Let's talk about the assessment. Recording keeping isn't just about record keeping. It's not about just collecting the numbers so that you can turn in the numbers to the tax department at the end of the year so you know what kind of taxes to pay. The only reason most small business have a bookkeeper is to prepare for their taxes and to do their payroll. This is not what accounting is all about. Oh, yes, it falls within the purview of this zone, it is a necessarily element, obviously. But it is about the analysis of the information that is so important.

Small businesses are choked by not understanding the numbers, because as an example with supplies if you're a small business you cannot make enormous orders that reduce the price factor. You end up in situations where you can end up paying 20, 25, or 30 percent more than somebody who is slightly larger than you because

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they order in bulk. Yet, at the same time if there is capital flow it is better to do that because in the end you're going to save so much more, and so forth and so on.

It is a minor thing that all of these things add up. Small businesses usually have a very tight bank balance to work with. They need to be efficient. The way in which the energy of the business is used is not something that is understood in the planning. It is something that is evidenced in the accounting. You can plan all you like, "If we invest X amount in this kind of marketing, in this kind of magazine, we're going to get this kind of result." And everybody applauds and the 14.2 gives the money. Three months later the 13/33 says, "Excuse me, but that was a hell of a waste of money. If we look at this, this and this, we see that we only gained X," whatever the case may be.

In other words, one of the things to understand about what the 13 brings is that it not only brings record keeping but it brings assessment. As a guide you need to make sure that the Penta you're working with that there are numbers that you can look at. And if there aren't numbers that you can look at—a) there's no 13, and b) the numbers may be there, but nobody has ever bothered to really analyze them.

So this is one of the things about the 13th gate that is so important because a business is a trial-and-error process. This is the nature of the mundane plane. It's the nature of living in a world that is dominated by 3rd line materialism and mutation. It's a trial-and-error process. All businesses have to go through a trial-and-error process to find not only the best way to bring a successful product to market, but they have to learn how to do that. They have to learn how to be able to maintain their businesses and their supplies in the most efficient way, how to be efficient as a business.

Of course, this efficiency as a business is something that cannot be just based on planning. It means that when you are investing in any direction that the business takes, that the investment in the direction cannot be the reason to celebrate. It is part of the process. This is one of the most common things that happens to small businesses, they want to grow, they realize that marketing is the way, advertising is the way; this is the common way in which businesses attract a larger audience. They do a limited level of research. They're frightened by the prices.

For a small business to buy advertising is like for people to buy life insurance. There's this kind of, "Will it really do it, is it really worth it? Can I afford to spend?" Most small businesses think of advertising as something that they spend money on, rather than investing it. So often their ultimate willingness to invest is like the person who goes to the horse race for the first time and simply bets on a horse because he likes the name. There is no guarantee that it's going to be a winner.

And yet, every investment is a teacher. And this is where the accounting comes in, the record keeping and assessment. Because however that attempt at reaching a larger public, the ability to be able to analyze how that was done, the way it was done, and then you continue the process of finding a way, finding a way to be able to successfully efficiently reach that market. And all small businesses have to go through this.

So many small businesses stagnate because they try to survive on word of mouth. Word of mouth is wonderful; but, word of mouth is the best when you can put it into an ad. "This is the greatest thing that I ever tried," said Mrs. J.P. Word of mouth is

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terrific, and it keeps some small businesses going. It allows them to at least stay in the black. But this is not about growth. Everything about functionality in a Penta is about growth.

Real Success of a Business Possible Through the 13th Gate

So, part of guiding is also understanding that expectation does not belong on the left-hand side of the PentaGraph. Expectation is an abstract keynote. There is in the accounting an expectation, the expectation that one is going to see progress. If one doesn't get to see it then one knows there is a problem. And one looks for the problem.

It is this true 3rd line process. When you think about the abstract you're always left with the human experiential way. Everything about success of anything is how it operates on the mundane plane in this deeply human maya. It is experience that is our greatest teacher. It is through the 13th gate that the real success of a business is possible.

Remember the way the energy flows. When the energy is moving out of the 2, most of that energy is flowing straight up to the 1 to the 8. This is always the dynamic of the money. The dynamic of the money is get it out now, sell it now, it's all this pushing ahead. And you can see that like minor tributaries of a major river, there is this splashing over on either the left or the right. Obviously, not all the resources are moving over into planning. Obviously, not all the resources are moving into accounting.

Remember, if the 13 isn't there, you end up with a business—let's say everything else is functional—you end up with a business where most of the splashing over is going into planning. So here's all this planning. And what are you planning, based on what? That's the question. You're going to plan based on what?

You've got to plan on experience. Oh, yes, you can do some planning based on patterns. You can research markets and you can say this is something that is perfect for the 28, the 34 year-old who does this or that or whatever, and you can do all that stuff. But only experience actually tells you what happens—how many responses do you get, how often do you get them, where do they come from—all of these things which go with the record keeping and the assessment.

33 / 13: History of the Business

It's only after you build up a history, because the 33/13 is the history of the business, that only when you build its history do you begin to see so clearly those lines of, "This is what we do, this is what we don't do, this is where we go, this is what really works." And of course, in this case what happens is that we're dealing with the sphinx phenomena, after all. It's all about direction.

The accounting is having a deep impact on the planning, and vice versa. So we have this very, very important element. The moment you take the 13 away is the moment that you have no basis to build any assessment. You go into the bank for a loan. "Well, what are the numbers," they say. "Well, here's our last tax return." "What are the numbers," they want to see the numbers. "What are your projections? What new is coming on stream? How are you getting this out to the public?" And all that stuff. All of that is rooted in the 13th gate.

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Secrets

The other thing is the, let's call it the mysterious part, this secrets, because you cannot touch this place without secrets. And there are always secrets. There are always things that can emerge. The most important thing to understand as a small business is the more time you spend looking at the numbers, the sooner you're going to get their secrets.

I find it absolutely astonishing to be a 21st Century businessman. I think it's a great privilege at the end of this cycle to have all the tools that we have. I have the kind of numbers that even a couple of years ago were not possible. The ways that we can analyze information now is really remarkable. How precise it can be in being able to grasp impact. I'm a Manifestor—impact is something that is very important for me to understand. Numbers reveal all of that; cuts through all the bullshit, it takes you right down to the mechanical level of how it actually worked. It's an enormous privilege.

Now, there are a lot of small businesses that are afraid of their numbers. It's the kind of thing you put off in the corner with the bookkeeper. There are a lot of people who don't really know how to look at it. More than that, so many businesses don't know what numbers to look at. Their tendency is to be focused on what the 2/14 wants. That is, tell me where my money went, and tell me if we made any money, instead of really going deeply into it. What did the planning bring? What did the roles do? How well did the roles produce? How efficient is the administration of the business? How efficient are our resources being used? How loyal is the staff? How well is the business being presented on the outside? And all of these things; it goes on and on and on. When we come over here to the 13th gate we're dealing with something that is very special.

The 33rd Gate: Oversight

Now we move over to the *oversight*. I remember having a very long and detailed conversation with Peter Lawrence about this word, this keynote. He really didn't like it. He didn't like it because there is a meaning in oversight that means that you're missing something, you didn't see it, that it was an oversight. "I didn't notice that the thermonuclear reactor was going red. Sorry that was a real serious oversight." So, it can be used in that way.

But the formal meaning of oversight is to over-sight; in other words, to look over something. Not only to look over, it's over in the sense of, it's like the German uber, it is above everyone, this sight. It is the over-sight. I don't mind that it has this other totally opposite meaning. Because, you see, if there is no 33 you're going to have lots of oversights. You're going to have many things that are going to be missed, that are not going to be seen.

Remember that here we're talking about a very interesting field because we're talking about the Throat, and when we talk about the Throat field in the Penta we're talking about the articulation and demonstration through articulation. So, oversight has a voice.

Experience Retention

When we look at the traditional drawing, or the original drawing and you look at it this way, again it gives you that other way of really looking at the Penta and always remember this about the Penta. Here you have the keynote of *experience retention*. This is very, very important to think about.

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I guess it must have been the end of 1984 in the fall. I started an experimental school here in Ibiza. I'd been a country school teacher in one of the English overseas schools that was here on the island. I couldn't take the environment, so I just opened up a little private school for kids that just didn't fit in—freak parents, freak kids.

I took them in and gave them a four-month course which was basically called The History of the Universe. I jokingly called it the School of Everything. I tried to teach them everything that I could teach them. I started with the big bang and went through physics and into chemistry into biology into the nature of being; quite a journey. I didn't want them to lose it all.

It was interesting, they had log books. Basically the classroom was a time machine. We logged in at about 13 billions years in the past and started moving forward. It was an interesting experience. One of the things that I taught them was a very old memory technique. It's a wonderful thing to teach children because only children can really grasp it.

It was a technique attributed supposedly to Pythagoras. It's about storing keys in objects in your mind, in mind space. Basically, I would teach the kids, let's say a whole series of things, four or five things. All of those four or five things would all be related under one heading. The heading would be turned into a kind of key. Then that key would be placed in an object, let's say a cube, and placed in one of the corners of the cube. So all the kids would take whatever I would teach them and they would give it a key and they would put the key inside of a shape inside of their minds. The next day when they would come into class I would ask them to repeat it all.

After a couple of weeks they had amazing memories. It got crowded in there; lots of shapes, different colors for them. It's a fascinating process. But one of the things that I taught them was that only 10 percent of the job is knowing how to store memory; 90 percent of the job is speaking it. Every time that you speak from your memory you begin a process of hardwiring your access to it. And the more you repeat it, the more perfect it is in the way in which you can recall it in terms of just access.

This hardwiring of memory through repetition is something that is as ancient as masters and novices. I repeat all the time: follow your strategy, honor your inner authority; follow your strategy, honor your inner authority; on and on and on and on. Repeat after me, repeat after me.

The Need to Express the Memory

So, one of the things to grasp about the power of oversight is the need to express the memory. One of the most important things about the success of any small business is the ability to be able to communicate and to be able to communicate openly. And here in the experience retention is a proviso. The proviso is that experience retention only works if experience is articulated.

Most businesses, if you ask employees, will tell you that their weekly gatherings whether it's the Monday morning or the Friday morning they'll say generally they're useless, time consuming, boring, and many other things. Part of that problem is that they're not properly managed. But most of that problem is that nothing is really

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shared. In other words, there is the need to know, and there are secrets, and there is not this articulation of experience openly.

The 33/13 brings something quite fascinating to the way in which a business operates, because the very integrity of the Penta is rooted in the 33/13. Is it really a Penta? But how can it be a Penta if aspects are left out of the process, it doesn't work. It's not that it is egalitarian; one has to be careful with such things. The Penta is a hierarchical. As a matter of fact, it is hierarchical experientially. When you fill in a PentaGraph you always fill it in by birth data, the oldest first, regardless of whether they are in a superior, middle or lower position in terms of their work. It makes no difference.

Pentas are entities, after all. They have their own thing. It is the mutual respect that is rooted here in the 33/13. It's one thing to have the 13 and to be able to collect the information and analyze it. And then, it's not enough to send a memo. It's not enough to keep it secret and hope that it will get better. It's not enough to hold it back because you want to be discrete because you don't want to create any more problems.

The 33 brings something very, very special. It brings true oversight. And there should as a plan for any small business a gathering first thing the beginning of the week, if that week begins with a Monday. And there should be a gathering on the last morning of the week. This is essential for the integrity of the Penta.

If the 33/13 is there then it's possible to repeat the retention, this experience retention, to repeat the information. "We're noticing something, what do you think?" This is not about accusing. This is not about measuring. Oh, it can end up looking that way, I understand that. But it can only do so if it's operating out dysfunction. Remember, if there is no 33 everybody is looking for the truth and nobody is speaking it. Everybody is just wandering. Everybody just has their private accusation; they think it could be this, it could be that. There is all this back biting. These are the kinds of Pentas where partners go out the door to have a cup of coffee together and they end up back stabbing the work of the Penta, because there is no real honesty.

The Penta Operates on Information

The Penta is an entity. What would that be like in your body if there was an aspect of your body that was working against it? We would it a cancer. The Penta operates on information, it's all frequency. It needs the information. And the moment that you have these aspects there, it doesn't create problems. The fact that the 33/13 has the reputation that it does let's you understand how many dysfunctional businesses there are that don't have either the 33 or the 13. Think about how stupid the 33 can sound when there is no 13. And how many problems dysfunction in these places brings to small businesses. So, there is experience retention, but the retention is only possible if it's shared.

Pentas love to succeed. They don't like stagnation. They desperately want to succeed. It is their purpose. The moment that you can go from one week to the next where you see change, progress, the Penta is delighted. And it doesn't matter whether it's coming out of this person's work, or that person's work, everybody is content. This is the wonder of functionality. It really is a wonder.

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So, this communicating within the Penta is something that is so important. By the way, it doesn't mean that absolutely everything has to be communicated. It means that the essential information, when there is something to discuss it is discussed fully and everyone has access to the information so that everybody gets it. There are so many businesses, if you don't have the 33 and you walk into a business like that, there is so much tension. Remember that dysfunction creates a warp where everything goes; all the resources go in there.

The Gate Keeper

The other thing is the second part of this keynote which is quite interesting, this *gate keeper*. I guess in a small business the most difficult thing is to fire somebody. Just to fire them. Not everybody gets off on such things. For most human beings that's difficult. I'm a business man; I've had a lot of different employees. Ending your relationship with somebody who works for you is very uncomfortable. You realize that you're somebody's livelihood. It's so easy to be empathic and understand what that means. And yet, at the same time, business is business regardless of one's humanity.

If you're going to operate in an entrepreneurial capitalist environment even with certain social safety nets, you can't afford to keep somebody in a business that is not productive, or detrimental to the environment. So, there are always going to be those situations where firing takes place. This is the 33rd gate, this is the gate keeper.

You can see the association here that runs from the 33 to the 13. In other words, there is this constant assessment, there is this constant analysis. It is the assessment and analysis over time of experience, the experience of the Penta trying to do its material best to move forward. Ultimately through experience retention it is the gate keeper that ultimately has to decide whether or not somebody in the organization is simply not pulling their weight, or can't pull their weight.

Now, it doesn't mean that the person who brings the 33 does the firing, remember that. Always remember that; don't get stuck in people's body graphs when you're talking about Penta. It just means that the 33 is there, you've got a business where whoever has that role is able to exercise that role. In other words, they can.

If you don't have a 33 you really have a problem. It's like knowing that somebody should be fired and they don't get fired. There is nobody that can take action. Ultimately, there doesn't seem to be anybody that is in control. There doesn't seem to be anybody watching. There isn't anybody controlling the gate. There's nobody really seeing what's going on.

Security

You can see that along with gate keeper comes the theme *security*. Ah, the police. Security is an essential aspect of a business. As a Manifestor, I'm entitled to my anger. I have flipped out over people forwarding my emails without letting me know, asking my permission. There are all kinds of security issues. Businesses have to protect their information. Every business has to protect their information.

It's like trying to operate a business on the Internet and you don't have virus protection and spy ware. You're incompetent. Security is something that is an essential aspect of operating a business. It is also part of the integrity. It is also

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connected to this whole abstract part of the Penta that is rooted in cooperation and coordination and loyalty and all of these things.

But security is one of those things. The moment that you see security you have to realize that all businesses as a whole suffer from a certain percentage of theft. All businesses; it's just something to think about. I'm robbed daily. In this day and age with intellectual property, having to deal with thieves is quite a common theme. Again, it speaks to so many small businesses that need to protect their rights, need to protect their intellectual property rights, need to be able to provide security for their data systems, need to keep their data. Some small businesses have niche data that is their whole success and if somebody else had it and went into competition with them obviously they would have their concern.

No 33, No Security

So, security becomes something very important. If you don't have the 33rd gate, you walk into a business and there's no 33rd gate, everybody knows this business's problems. Everybody. You go down the street to the local coffee shop, you go inside and you mention one of the names of one of the people in there and you get a whole story about the business is falling apart, third hand from a stranger. No 33, no gate keeper, no security.

It really is something to think about. Security is a huge issue for the 33. It is the gate of Retreat. It is a stop codon. So far, no further; gate keeper. Every business needs to have their gatekeeper. Every business needs that person that you cannot go beyond a certain point because they're the ones that control your destiny within the Penta. And it doesn't have to be obvious, heavy or anything else. It just means the 33 is present.

Pentas are ready to be fully obedient, but as one thing. All integrated into one thing. So, when we come over to this harmony, how innocuous it sounds. I bet you didn't think this was what you were going to get for accounting and oversight. But you see, this is one of those essential parts of a business that nobody likes to talk about. Who is keeping charge? Who is watching the store? Who is checking what's going on? Who is paying attention to all of that?

If the answer is no one, you've got a business that's falling apart. These are the kind of businesses where you get a startup with three people and three months later one of them goes away and does their own startup using basically the same thing and off they go. They've stolen most of it. If you don't have a 33 you've got a security issue. You have no way of controlling the information and the data that you have. Suddenly your mailing list disappears. Or suddenly you discover that a copy of your mailing list was sent out somewhere. There are all these things that go on.

So, when you go into a business and there is no 33 you know you have a number of serious problems. You have an organization in which there is no real trust. You have an organization where everybody is very concerned because it looks like there is going to be real problems. Without the 33 you have somebody within the Penta suddenly taking on larger responsibilities so that they become the person where all the pressure is being dumped, and then there is no security and there is nobody to take charge. And of course, that's why they called you.

When you come in the door and you look at that openness there, there is only one thing to do. You have to engineer. And you also have to see something else.

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Because there is no 33 there, there may be somebody in the Penta that you've entered into who shouldn't be there any more. And of course, that leads into a whole different discussion.

The 33/13 Transit and Its Effect on Business in the Future

It has been very interesting for me to go through this process in this first semester, to go through these harmonies because they have never really been explained properly. This is really just scratching the surface of how deep this information actually can go. But this particular harmony, this 33/13 is something that is enormously powerful. It's just interesting to note about this transit that's taking place now, because it's really going to affect business in the future.

Since November and until nearly the end of January we have the 33/13 being activated by Neptune in the 13 and Saturn in the 33. And of course, being material as well; Neptune not. But anyway, during these three months we're talking about tens of millions of incarnations taking place with beings that are going to be designed with this configuration, and are going to carry that configuration well into the future. Not only that, not simply at the end of January but please remember that from the end of January for the next three months it will be there in any incarnation coming in in terms of its Design data. That 33/13 is going to be in the Designs of tens of millions of human beings. Twenty years from now they're all going to enter into the material domain. They're all going to be beginning their material lives. And they're all going to be bringing this 33/13.

33/13: Dividing the Direction of Humanity into the New Cycle

This 33/13 is also a part of the dividing up the direction of humanity going into the new cycle; that is, those that will be fertile in terms of the potential Rave mutation and those that will maintain the human mind. So, we're talking about gate keeping in an extraordinary sense when we're looking at all of this. And to understand the influence that's going to have on business in the future. In other words, this is going to be one of the main themes in the future, this record keeping, assessment, gate keepers and security. That's quite something to keep in mind.

It's going to be one of the most dynamic themes of business in the future and you're going to have an awful lot of beings who are going to carry this information into the Pentas that are going to develop. So, it's not simply a matter of looking at this just from the context of BG5, but to also to see that as a long-term trend this is going to be in your business future. It's really interesting to think about it that way. One of the most dynamic themes for the future in how businesses will be run will be focused here in this particular area with the 33/13.

The depth of understanding that you gain, not from my teaching, but from experience as you move out at the end of this process with this knowledge and you begin to work with the knowledge, with Pentas, the experience that you gain, all of this will lead to a real profound understanding of how business is going to change, because it is. Think about that.

The 33/13 is Important in the 21st Century

We are in the peak of the close of the planning era. It's been incredible. We've had this wonderful 400 year run and it's all coming nicely to a close, and business is operating in the way in which it can, given the infrastructure that is there. But when you take the infrastructure away, then how is business going to run? How are these

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things going to be done? One of the insights that we can glean from that is here in the 33/13.

I have this wonderful juxtaposition of being my father's son. My father was a very much 19th Century businessman. That is, he was a manufacturer in the classic sense. There was a big building and there were lots of people working in there and things were made and they were shipped. There was sales staff and all the various things that go with manufacturing—property and building maintenance and all of these various things.

It's so interesting to be a 21st Century businessman operating in a virtual domain. Everything is virtual. Quite literally everything is virtual. I walk into my bank once every 2 years. Everything is virtual. It's an incredible thing to be able to operate in this way. There is no building; all of those things are so different. And yet, they're all still stuck in a lot of those old processes and that's something that's going to change.

It's clear to me that in this 21st Century environment that the 33/13 is becoming more and more and more important. It's becoming more and more important because the fact is that it is so easy to move information, and information is what has value. Everything about this 33/13 is pointing to you as BG5 representatives a deep recognition of the importance of information.

You cannot operate a successful Penta without the free flow of information. And you cannot operate a successful Penta if that free flow of information goes beyond the Penta, if you know what I mean. There has to be boundaries, and there has to be those that keep the boundaries, that the Penta itself is willing to submit to the boundaries. All of this comes with functionality, all of that comes with functionality that is properly directed. Remember, we're moving away from an era of communal effort and we're moving into an era of individual mutation and individual demonstration.

And of course, in that sense the working together with others and the need to be able to protect and be protected is something that's going to be very important. Everything that is networked is much more easily assessed. That's also something to consider. We are moving away from, how can I describe this to you? There is a conflict between what the Penta can bring and what the cycle is promising.

The Penta is About the Rave Mutation

Everything about the Penta is about the Rave mutation that's coming. They will ultimately demonstrate true Pentas because they will be conscious as a Penta. We are not. The fact that I was given Penta knowledge was to be able to describe what was coming, and not necessarily to turn it into a business discipline, which is what has seemed to have happened to me. It's important to see something, that without this 33/13 moving into the future you won't be able to hold Pentas together. In other words, there will be this need for recording keeping and assessment, there will be this need for experience retention, there will be a need for a gate keeper, and there will be a need for security.

The 33/13: Performance/Proper Use of Information

In other words, performance is everything, because that's what it states. The 33/13 is about performance. Is the Penta performing or not; is it performing at its optimum potential or not. This is where the maya is for the Penta. This is the

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maya's measurement system for the Penta. And it's always measuring performance, always. We're going to have a whole generation that is going to operate in this way. And for any business that's moving into the future, this then becomes a very important theme.

In other words, that the proper use of information and the proper use of information can lead to great success. But it has to be something that these aspects need to be there. No 33/13, there is no way that any business is going to be able to function successfully into the future. Obviously, having dysfunction there now is a sign of really being out of step, in a sense, because this is where everything is going.

Politics

Let's talk politics for a minute. The Penta doesn't know anything about politics. If the Penta understands anything it understands supply and demand. It is the quintessentially capitalistic entity, which means that there is very little morality in that. The Penta is fulfilled in its purpose by being materially successful. It is fulfilled in its purpose by being able to perform to expectation. This is the whole thing about the Penta. It needs to be able to perform at the highest possible level. This is its goal. I don't know if even purpose is a word one can use for it. It's simply the direction that it moves in.

The Analyst Needs the Business's Numbers

So, we have to see something, that one of the most important things that you can do at the beginning of your relationship with any business is give me your numbers. You need to be able to see the business. And you need to begin the process of opening up the information. Don't hold things back, is what you're really saying to them. But it is the beginning of attuning them to this process.

If they're a 33/13 it's already there. You're not going to have any kind of resistance, obviously because this is something that is important for them as well. They perhaps do not see it well. But it is important. But you see, the key for us in being able to guide any small enterprise is to guide them to the absolute importance and integrity of their information. How valuable their information is. How every aspect of what they do codified is of value to the organization as a whole. And how essential it is for the organization to respect what it produces, to protect what it produces.

And that ultimately everyone understands something very simple, that if they're not performing they're going to be let go, and that they understand that without that being a threat. When you have function in this aspect it's just obvious, nobody has to talk about it. You didn't take the job not to be able to do. You take the job to be able to do it, in that sense.

Gap Keynote Harmonies

Let's look briefly for a moment at these gap keynote harmonies. Remember, when you're dealing with a Penta you're not dealing with the body graph. You're not dealing with hexagrams. There are no hexagrams. This Penta field, the activations in the Penta field, we're not talking about hexagrams.

So, the harmonies are very important because harmonies are basically the same thing, except you get an accent on one side or the other. So, for example, if you have the 13th gate activated with the 3rd line then you have the harmony 3-6. That is, the difference is that the accent is on determination, but leadership is an

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underlying theme. So, if you're doing engineering you don't have to go looking for the 6, it's already there in a sense.

It's one of the things to see that these three couplets are very important, these harmonies. They are essential ingredients. And when you're looking to do engineering, basically what you're looking for is you're not looking to engineer harmonies or resonance between one gate and the other, or one field and the other. You're looking to get as much spread as you can.

So, for example, you have the 13.3 and you have the 33.5. Now, when you do that you have four aspects that are accounted for. In other words, two-thirds of the potential in those areas are going to be operative through the harmonies. Ideally, you want to stuff it full. Ideally, you would want to stuff every single one of the gate harmonies, these sort-of channels, you would want them to have representatives of three couplets. That would be an ideal. Even if you had the 1 and the 3 for the 13, and the 5 for the 33, the channel itself as a field, as a quantum field, all the aspects are being covered. So, the way you read harmonies is very important.

Perfection, if you want to be a fussy painter, is being able to in the engineering get precisely the weight that you want. You want more 6 than 3, or you want more 5 than 2, or you want more 3 than 6, whatever the case may be, there are all these possibilities. However, that level of engineering will be very difficult unless you're re-organizing an enormous business with a lot of people because then you would have the kind of pool that you could begin to work with.

But just at the hiring level you're never going to get enough—you may in certain situations to get enough candidates to make it worthwhile to do that kind of in-depth engineering analysis—but again, just as knowledge it's important for you to understand that there are the variations that are possible.

The 13: 1-4 Harmony is Best

When we're looking in this area and we would be looking to engineer the 13, there's no question that if you're looking at record keeping and assessment you couldn't ask for anything better than the 1st line, in that sense. In other words, to bring in the 1-4 harmony, the detail that is there so that the fundamentals that are all there, recording keeping is really going to be well-grounded. If you have somebody that's there and they're a 13.4 and they bring that 4th line, again, it's not a person, so it's not about exhaustion. It can be in the sense that you can exhaust your clients; you can lose your clients in that sense.

But even if you come in with the 13.4 you still have, because it's a harmony, you're going to have that 1 and that detail that is going to be there underneath. It could be an advantage to have a 3-6 harmony. I see no particular advantage to a 5-2 there. In other words, this is not about reputation in the sense of marketing it. Yes, you could have a 5 in there and basically the record keeping would be too personally focused. It would be always focused on somebody's personal performance. It's not an ideal place.

So, if I was going to look for gap keynotes, I would begin with the 1-4 harmony, so I'd go with either a 1st line or 4th line and then I would look to the 3-6 and I would look to the 3 before I would look to the 6. That is, the 3 is always very much aware of capital flow. To have a 3 in this position, you're certainly going to have somebody who is going to have the ability to be able to smell. Remember, it doesn't have to be the person who brings the line who benefits from the aspect. It simply means that

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there is going to be this ability to smell where money maybe going down the drain, that kind of thing.

Obviously, even at this rough level you can see that looking for the right configuration when you're engineering is important, but you benefit from harmonies. It's not always going to be possible for you to get a 1 in that place. You may be lucky and get a 4 there, and that will do the job for you. It won't be perfect, it will be different, but it will do the job. The focus will be different. The focus will be on maintaining the clients and finding out whether there are enough clients and why we're losing clients. There are advantages in that as the lead theme.

The 33: Look to the 3-6 Harmony

If you go up to the 33 always remember that anything dealing with the Throat field you're dealing with articulation so you're dealing with somebody taking their voice from that, or the Penta speaking through somebody as their voice, because that's basically the way it works. And we're dealing with a gate keeper, and we're dealing with security as a key in all of that. For me that begins with—I can see the 6 there with the 3 backing it up. I can even see the 3 with the 6 behind because the harmony brings the value that you're really looking for.

It's Risky to Bring the 5-2 into the Abstract

I'm always uncertain about putting the 5-2 anywhere in the abstract. And that's my own sort of thing with it. I think it's very much a benefit on the logic side and in the individual system. I think those are places where it's very important, particularly the upper logic and the upper individual. I think the 5-2 combination is very powerful in those places. I don't think it's particularly powerful here. So, if I was looking for a 33/13 combination I wouldn't even be concerned not to have the 5-2 anywhere in there because I think that it would operate much more efficiently without it. Nothing worse than selling the reason you're firing somebody, if you know what I mean.

I suppose that it wouldn't hurt to have talent if you're going to be a gate keeper, but you don't have to be talented to be a gate keeper, you have to be correct. The talent would be wonderful some place else where you could really benefit from it, where the whole can benefit from it.

BG5 Software

It's sort of like a jigsaw puzzle. There are all these interesting pieces that you can fit together. We're going to have good programming, by the way. By the time you all return for the beginning of the second semester I will be delighted to be able to be able present all of you with the first fully integrated BG5 software platform. That's something that's going to be very exciting.

But more than that, it's a platform that we are going to build on very rapidly to turn it into an extraordinary piece of software that makes so much of your work, at least the number crunching, what is so important for us, to be able to see variations, to be able to mix and match, to be able to do a good engineering job, all of that is going to be a delight to have that mechanism.

Again, this is very much a 33/13 phenomena. That is, the software application is very much a part of this whole channel and the way in which this channel operates and how essential it is to be able to have the tools that you need to be able to do the analysis, to be able to do the numbers, to be able to do the mixing and matching, to be able to clearly have the perspective that you need to see what's going to work.

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But anyway, keep in mind my comments about the 5-2 because I think it will benefit you to remember that the 5-2 is risky to bring it into the abstract side. But again, maybe your experience will show me, as is true of all things, that there's always a positive given the right situation, given the right environment, but time will tell about that.

Lesson Eleven
November 25, 2005

Introduction to BG5 Analysis Techniques

I wanted to do today was I wanted to take a legitimate example and just go through a kind of review of what we've been looking at over the last 10 weeks and to see it in the context of an actual Penta and to see what we can do with the information we have so far. I'm glad you are here Ilse because you're going to be a surprise ally of mine. I've had a number of Pentas sent to me, because I did request from all of you and frankly you've all been rather bad because I haven't gotten many, but nonetheless.

I wanted to work with one today that one of you had sent in. I had one from Josette but as you can see she's not here, she's teaching in France. Ilse had sent me this. I thought this would be interesting to look at because it's a classic example of the kinds of things that you're going to meet and the ways to approach that. What I'd like very much Ilse if you could introduce everybody to what these four people are actually doing together and what their work is. Maybe you want to mention something about each of them just as a person. I think that would be helpful for everyone so we get in the mood of looking at this PentaGraph.

Ilse: Just give me a few minutes to get my stuff out. I have to look it up.

Ra: Ok, that's fine. Let me talk about the graphing here. It's difficult for me to know precisely how well you see this, because I actually see through a different window than you do. But nonetheless, let's go through the graphing here.

Seniority Listed First

First of all you can see that in filling in the graphing we're going by a coding system. What's very important about the coding system is that if you looked at the information that's there in the data of these four beings, what you would see that Wolfgang here at the top, the first one listed is the oldest. It may not make any difference to the way in which the consciousness relates to the age differentiation with others. But, it does have an impact in Penta. Seniority always has an impact within Penta because Penta is built on hierarchies. Seniority, life experience, is something that the Penta qualifies.

So, when you a listing regardless of where people are in terms of their actual positions, their roles, whatever the case may be, list them according to seniority, list them with the oldest first going down towards the youngest. Remember that everything about Penta can be seen in the archetype of family. And this is really the same kind of structure. It is a hierarchical structure, and it is a structure that is

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rooted in time, in a sense. That is, ages make a difference; make a difference to the Penta.

Office Stability

The next thing you can see is that when these charts were all put together there were no open centers. In other words, every single one of the centers was activated so that we don't have any of these themes here that we would be looking at. When you're looking at these four beings together you will also see, as a result, that they are 9 and 0. They're a 9 and 0 and they're four beings so that you can see what you have what is called office stability.

Office stability is neither a positive nor a negative. In a sense, it is a kind of stasis. In other words, that when there is turmoil, turmoil doesn't necessarily come to the surface, there is an inherent stability; it's like the four legs that are there on a table. Isle, did you find it? So, give us some background, please.

The Background

Ilse: This is an interesting group, Wolfgang, Herbert and Ernst, the three oldest ones founded the company apparently a couple of years ago and they do management training. So they train the top level of other companies for better communication and that sort of thing.

Karl, the youngest, the only with a transpersonal profile, is the one who came to me personally for a reading. Some friend of his had a reading so he turned up in a reading, and said this would be interesting in the company. So, the youngest one, the only transpersonal one, is the one who brought Human Design into the company.

About one half a year after I did a just brief overview they really started to dissolve more or less, hence the very individual one, who has the 2/14 and the 3/60, I'm not sure if he has already left, but he's about to leave. The only Manifestor in the group who is Wolfgang, said if Ernst leaves then I will have to leave, too. So they are about to completely change structure all together.

Apparently they have some other company, a big German company and they have sent two new people who will be the new leading team. One of them, a woman, I have not seen her chart, but we sort of looked at it just from the birth date. She seems to have 2/14 and 8/1. So, I'm not quite sure how far they are now. But it was obvious that this group, in this configuration will not last. Three of them alone seem to work quite well, but when the new one came to join then it completely started to dissolve.

Ra: Ok, thank you. The one thing that I don't quite understand is this a department inside a larger organization? Or is this a small business operating on its own?

Ilse: It is a small business operating on its own. But, when Karl joined the company they somehow got together with a bigger management training company in Germany. So they are still owned personally by the first three people. They own the company and they founded it. I'm not quite sure what the legal situation is, but they are somehow now in some sort of corporation with a bigger, larger company.

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Ra: Ok, thank you very much. All right, so we have an insight into the basic configuration. One of the things to really look at here, first of all, the way I have put in the graphing information, you can see that when I start with Wolfgang, I start with him, the first one. I put in the information that he has. You also see that I have put in whether it was Design or Personality, or both and what lines. So that it is clear.

By the way, this will part of the information that you will have access to, obviously in the program. But, here I'm just putting it in graphically so that you can have a quick access, in that sense, to seeing what's being brought—what harmonies are involved in that sense.

Only Two Channels Defined

The other thing you'll notice is that when a channel is defined the whole side here gets colored in the black, just as a kind of guiding key. So, what we're looking at here is that in fact we're only dealing with two channels that are defined. Obviously, the moment you come into an environment like that where you're going to have the 15, the 29, the 1, the 8 and the 33, you're going to have gaps in those areas.

Obviously, from our perspective, it is certainly not a surprise that it would fall apart. Nor is it a surprise that it would take a long time to fall apart. Because, you see, the capacity is there. That is, as long as Ernst is involved, the capacity is there. Here is somebody who is bringing the 2/14. And as long as the capacity is there, it doesn't matter whether it's coming out of his pocket or not, as long as this capacity is there, there is the material fuel to keep the operating going.

But, there is no demonstration of its potential to be successful. That's simply is not there. But the fact that it's going to fall apart because you have gaps, yes. But also to see how many businesses pour money down the drain because there happens to be a 2/14 that is simply financing the dysfunction. And you have a tremendous number of businesses in which the 2/14 is going to be financing dysfunction. One of the things that you learn about money if you study the lines of the 14th gate is one of the things that you don't do is you don't throw money at things to try to solve them, it doesn't work. So we have a 2/14 that's in place.

The other thing that's interesting just based on the description is the whole strength here in the 31/7. You can see what's happening to the resources. The resources are all going into planning and administration. Given what they do, given that that is their job, is to be support and developmental mechanisms for other organizations that this is something where there is a strong sense of the need for a role.

No Accountability

Remember what I taught you when we were looking at the 7th gate. It is one thing to have a role. But the reality is that somebody has to be the boss, really be the boss. Of course, that isn't about the seniority. And it isn't about who put up the money, it's about whether you're going to have a 33rd gate or not. There has to be accountability. There has to be somebody that can fire. And there has to be somebody who is not encouraged to have that power, but it's a natural function.

Everything about this particular PentaGraph is that it is all out of order. So everything is going into what is the potential of the plan, everything is going into maintaining everybody's role, paying people to have a job that does not fulfill them or end up being successful. It's so often such a terrible joke to see the way in which

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resources, its resources that are being wasted. Vast amounts of resources are being wasted because of dysfunction.

Ultimately, like the beauty of Human Design for a baby, parents and children so that you get the right foot first. See, we're business builders. And remember every time that you meet somebody, let's say this person in this particular Penta, the person that really has the resources and they want to do something with their resources, there is an ally where you say, "Let's build a Penta together. Engineer it right from the start." And here, what you're looking at is that you can have people that have their talents, they have their gifts, they have their 'this and that' and blah, blah, blah. But in this combination there is no way.

Lack of Commitment

So, what you end up with, slowly but surely, is the lack of commitment; there is no 29. The moment there is no 29 there's no way of maintaining loyalty on the outside. There isn't. Every single one of these beings, every time they're on the outside, there is a part of them that's looking for a new possibility, a new opportunity, a new turn in the road. They're not thinking about their commitment to the Penta. They're not being held to that, and there's no 15. There is truly nothing to hold it together. The only thing that's holding it together is the 2/14. It's the only thing. People want to get paid; everybody wants to work, people want to get paid.

Think about what it means when you do not have the 1/8. This is the only way that any business ever can create a strong enough aura to begin to truly grow. If you don't have the 8/1, there is no way to project the well-being of your business out in the world. And slowly but surely you get treated that way. This is a highly dysfunctional Penta. It just is. And it's something to learn about businesses that you go into.

Businesses Want You When They are in Trouble

First of all, when they want you, they're already in trouble. Let's start right where it all belongs. The moment that they want you, it's not like "Gee, I'm interested in spending money to see if, maybe, this is interesting." These are not intellectual explorers. They're not; they're business people. They've got problems. They've got bottom lines. They have things that they have to deal with. They have fears. It's fear, after all. Everybody worries about their daily bread; everybody has fears. Nobody wants to have their world collapse around them. Nobody wants to have instability in the material plane that they live on. This is life on the material plane. They don't come to you out of interest; they come to you out of fear. There's something wrong.

So the first thing is that you're always dealing with a situation where you're dealing with not simply that there is dysfunction, but for you to realize that the dysfunction can be there for a long time, before everything falls apart. It can go through variations of the same dysfunction and fall apart. And it can take time.

Don't Assume There is Stability

So it's not about walking in with the assumption that, aha, they've been in business for four years. Don't go in with that perception that there is stability. Look at this four here, the unit size in its relationship to the 9 and 0. Think about office stability. This is the kind of thing where, you know that great scene on the Titanic where the musicians keep on playing while everybody is getting off the boat. These are the musicians playing as the Titanic sinks. That's what office stability is if you have

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dysfunction. If you don't have dysfunction, they never want to grow. They don't want a fifth person, don't want to complete the Penta process, and are very comfortable to stay with their stability. But when you have office stability with dysfunction, you simply have musicians playing as the ship sinks.

So you can end up in situations where people just go along with as long as they can get a paycheck. Human beings, when it comes to money, gee, you know. This is the energy business. Everybody wants their share; everybody is afraid of losing access to it; everyone. When you see this situation and you're with the people that have brought you in for advice, my first comment to them is "You're still in business? You must be philanthropists." Hopefully that would make them laugh and not cry, because it's just philanthropy that keeps that going.

Somebody Needs to Leave

The torture of having the 2/14 is that you end up with just enough clients; just enough clients to keep you going. I mean, just enough. It's a horror. And then you end up with a 9 and 0 that's a four, and that horror can go on and on and on and on. And of course, it's something where it's not easy to remedy this. This is not easy to fix. That's really important to grasp. You've got four people involved. It's not like you can miraculously try to hire somebody that is part of what they do and is qualified to do what is necessary in what they do and you're going to get the 29, the 15, the 8/1 and the 33. It isn't to say that that is not possible, theoretically. It is highly unlikely that you're going to be able to engineer this Penta without somebody leaving first.

It's one of the things that you have to see. It is not possible. There is no point in you engineering a business if you cannot bring functionality. If you cannot bring functionality, you have not done your job. And you will just leave the business with a new problem instead of the old problem. You have to have functionality. It is the law. So when you come into a situation like this where there are four of them, basically what you want is one of those four who is closest to going anyway to go, because you have to rebuild this. Even with two more beings you're going to have to do really good work to find the right people that are going to fill that gap.

So walking into a business like this the problem situation is immediately where you have to raise the sirens right away. Basically this is a business that you either restructure or you close your doors, because that's what we're talking about. You either restructure or you simply just close the doors. Close it down because you're wasting money.

Ilse: One thing that would be interesting, if you look at Karl who came years after the first three founded the company, he filled two of even the bigger gaps that were there because he has the 5 and the 13. Could you say that they only started to become some sort of dysfunctional Penta by him entering and before that was not even dysfunctional, that was nothing? Could that be a reason?

Ra: I don't know if you know if there is just the three of them, are they still a 9 and 0, what was the configuration. But again, remember, the key to this is the fact that there is, the one thing that works is that the 2/14 is there. As we know, this is the core of any kind of Penta. So, as long as the 2/14 was there and there three of them, it may have been, as I said with the 2/14 you just get enough. In beginning there can always be this dream that just enough is going to be better.

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But the moment that you brought in the fourth element, basically what you were doing is that you were adding accents now. I mean, the gaps become more powerful as you move towards closing the Penta, if you know what I mean, as you move towards four and five, these gaps become very powerful. But the main theme is that this is not somebody that was going to bring more clients, this was not somebody that was going to bring in more business. Basically what you got out of the four was that you just had an extra force eating into whatever income was there in the business, rather than being productive.

Karl Brings the 13: Revelation of Dysfunction

In most cases, if you bring in somebody and they're correct for your business they are always going to bring you a profit. In other words, they will earn their keep and then some. And it's that 'then some' is what everybody cares about. I think what the presence of Karl brought was the beginnings of recognition of a problem. And I think particularly that's in the 13, coming from the outside, the old patterns that seemed to be working for the three of them, coming from the outside suddenly a lot of things were going to be revealed that didn't work properly. And obviously, it's not working properly; it can't because of the nature of the way in which their Penta is dysfunctional.

You would really have to go in and say, "Look, it's either restructure or close. If you close at least you're going to save yourself a lot of money; perhaps a lot of debt. And you can go out there and find another place for your talents. The other side of that is that you can restructure. You can take the very thing that you want to do in this life, career-wise, but you have to restructure it so you have the right people as allies, and without the right allies, without the right infrastructure, only then are you going to be able to go forward with the concept."

For a business like this, this would be the kind of advice that would resonate very deeply with all of them. Remember that our gift is being able to see what is already recognized but not expressed. It's the same thing with somebody's Design. You never tell somebody something new about their Design, they just hear it that way for the first time and they resonate to. This is a situation where you go in and you have to be very powerful. You cannot go in and say, "Ok, let me see if there's a problem. Let's see if we can investigate this," milk them for the limited resources that they have. That will not work.

This is really suitable for somebody like me who likes to shock. It is very much a shock therapy kind of, "Look, you're all being very complacent about this. This is going nowhere. What you do and the potential that you have is obvious, but this is a configuration that's not going to work. You're going to have to restructure your business. I'm only going to work on this if you restructure it and I can only work on it if you understand something in that restructuring, that you need to see who among you is not interested in participating in the restructuring," or whatever.

Office Stability in a Dysfunctional Business is a Sickness

It's very difficult with a business like this because no 33 means that there is nobody ready to make a decision for the other, not really. That means that in some ways you have to set it up so that it's voluntary, but of course, what happens is that everything moves to the angle. The moment that you push things to a certain direction, you get to see immediately who is ready to go and who wants to go, in fact. Remember, you're dealing with office stability. You cannot just say to these people, "Well, work on it," you can work on it for years and they'll go into debt.

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While they're doing that for years they'll still be saying the same things about, "Well, maybe it's time to move on, maybe it's time to do this and that." But the office stability is something that is very powerful. It can be a sickness in a dysfunctional business.

So, this is one of those situations where you go in the door and you bang on the table and say, "Wake up; see this for what it is. You do not have it in you as a business to be able to grow; it's not there, so you're not going to grow. You're not really a group that is sustainable. You are not able to expand this way." As a matter of fact, maybe it's better that they go back, let alone to a three Penta that if they want out of the Penta business entirely to go back into a basic partnership in some way. Because unless they are open to restructuring there is nothing you can do. That really is the key.

Who Has to Leave?

Interestingly enough, because I don't know their story, but the perfect person to leave—well, let's make this a quiz. You've got four people and one of them has to go. The criteria are there in the PentaGraph, so who has to go?

The blue is true, and why? If you take the blue away you don't take anything away. It's just an obvious. You look at the graph and you see that there is a blue in the 31, but Wolfgang is there. There are the two activations, Design and Personality in the 7, but there are enough role activations that are there. And in the 46 there is the activation; but again, that activation is covered.

It's so funny our perspective because our perspective is totally different than any other consulting perspective ever because we see things at two different levels. I'm looking at a level that does not take into consideration what these people do. I'm just looking at a level in terms of what can be done in that sense with this PentaGraph.

Taking Herbert Out Allows for the Chance to Rebuild

So, the moment you take Herbert out of the movie, is the moment that you have a chance to actually build this Penta. And when he's gone, while you're trying to hire somebody, it's still operating the way that it's always operated in terms of its Penta potential, it's got the same dysfunction, it's got the same level of dysfunction. But it gives you the opportunity to bring in two new people. And that means it gives you the opportunity to engineer those positions. That's one of the things that's very exciting.

[A statement was written]. That's one of the jokes, which is what's so interesting Ilse. That's one of the real jokes about having these different perceptions. The fact is that the others leaving know that they don't need Herbert, sort of, in the Penta sense of it all. But the reality is, yes, it is one of those things that is often quite difficult, is this crossing over between what you see mechanically—you see that if you're going to restructure this business that Herbert is the one that should really go; the other side of that is you end up with a Herbert who is the only one that wants to stay.

I think that already tells you something. It tells you that probably the real problem in the business is not Karl coming in, but Herbert's relationship to Karl. I would imagine that that is an interesting component in all of this, but that's at another level.

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A Four-Person Business is Difficult

[A statement was written]. Yes, that's always true, Joanne, that's always true. You invite Wolfgang, Earnest and Karl out for lunch and you lay it on them. But of course, that's quite devious; but nonetheless. Something to really get is that fours are going to make your life difficult as an analysis. It's going to make your life difficult because there are going to be much more demands in terms of what your ally in the business is going to have to contemplate doing in order to fulfill the possibility of working with you.

We're talking about somebody losing their job here. Whether it's voluntary or not, whether they're white collar or blue collar, we're talking about somebody losing their job. Somebody getting pushed out or somebody getting asked to leave, or somebody being put in that situation where they see that it's the best thing for them to do; blah, blah, blah, all that stuff. It's still no job, no paycheck.

So, the moment you enter into a situation where you have a four and you enter into a situation where you have dysfunction—so many people have the illusion that they're going to meet all these Pentas where there's one dysfunction or two. You can see that with four people how easy it is to have a lot of dysfunction. Of course, that becomes a very difficult situation because you're dealing with a dilemma in which somebody has to go just to give you a chance to be able to engineer the business properly.

Normally, when you're in a four and there's something wrong, it is somebody. It's one of the legs; it's just one of those things. So, in this given situation you can see that the stumbling block is going to be dealing with Herbert. Is Herbert willing to understand his limitation? Is somebody else, or do the others have the power to say to Herbert, "they're right, this is not going to work with you," all of those kinds of things that arise out of those situations. It's why I recommended to you right from the beginning, start with young Pentas, three is ideal because you have a chance to really build something successful.

Business Building

Obviously, you can't just get that, but there is a lot of that. That's at the very beginning of business building. One of the things that we're going to talk not next semester, but in the final semester about presentation, the way to advertise, the way to reach out to people and to get them to understand what kind of service that you offer, that one of those services is business building. This is something where I think you will be surprised to discover that there are an awful lot of people that would like to be out on their own, have the resources to do it, have a dream in their head, and have no sense of how to do it, none.

There are partners who think they have something and they want to grow, but they don't know how to grow. They know that they're going to hire a secretary, or whatever, but they don't know how to grow. And it is these growing of businesses that avoid the horror that you see here. Herbert may be a really sweet guy. And here is the mechanics saying, "Well, we could do a good job for your business as long as Herbert wasn't here." That's when it comes down to playing hardball.

It's one thing to sit with a client in Human Design and to do their reading and to tell them the truth. It's another thing to walk into a business and tell them the truth. Mechanics is very, very powerful. Basically what you're telling these people is that if

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they care about Herbert, and they might, then the best thing to do is they all close down the business together, because it isn't going anywhere if they try to maintain what they have. And you're not going to be able to save this business by hiring the fifth person unless you get a miracle. If you don't get a miracle they'll just lose money faster and it'll end sooner.

So basically what you have to be able to deliver is a very absolute message. The message is that there is no way that the four of you working together is going to be a success. There is no way that adding personnel is going to make a difference at this time. There are several things that you can consider. One is to close down the business because you are wasting your resources; or to sell the business, whatever the alternatives are. And the other thing is to look at the possibility of restructuring, but restructuring has its consequences. And not everybody may be willing to accept the consequences of restructuring. If they ask what that is, you lay it out for them.

Obviously, it's going to make Herbert uncomfortable; I don't know about everyone else. But again, because it's mechanical and it's true it's going to carry very powerful logic with it. But the only way that you can save this grouping is that you take Herbert out and you bring in two other beings that make the Penta functional and then you're going to have a very successful operation.

There is an Art to This Work

This is the work. I have this a lot when I teach something that I, myself, am very comfortable with understanding how to do. There is an art to this. There is a style. There has to be an assuredness in your understandings of the mechanism. But at the same time, you're going to need to have your distance. Understand that. To be in that situation, you cannot afford to be carried away by the emotion or the tension of the moment. As I said, these businesses reach out because they're afraid to begin with. All you're going to do is justify their fears. You're going to make clear to them that there is, in fact, something for them to be terribly concerned about.

No 33

You need to be able to demonstrate to them, in a way, that the things that are missing that you cannot just go and find them. It's not like telling them that they need to have somebody who is truly in charge. They need to have a legitimate and absolute chain of command. You can't tell them that if there is no 33. It doesn't mean anything. They can say, "Yes, yes, yes, we'll do that; we'll work on our roles." They can work on their roles forever.

No 8/1

And the 8/1? Every business has to have its shine. This is the gloss, it's the business in an ad, it's the product on somebody's desk, in their car, whatever, it is the public product outside. In their domain, it's the recognition of what they do by other businesses, this kind of thing. This is how they present themselves to the outside world. This is the power of their presentation. Think about that. When you think about what they're supposed to be doing and you think about the fact that they, themselves, lack this so deeply, it's almost a joke. And of course, that's why they have all their interest in it. What else are they going to be interested in?

No 29 or 15

Think about what dysfunction does—it warps you into, sucks you into the holes that are there. So they're focusing all this attention on implementing their program, getting it all out. But there's no solidity in any of this. And the aura has problems. The Penta aura itself has problems. The 15, the 29, these are really problems.

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There is no real loyalty. It's just not there, there is no real loyalty. And that means that there is no loyalty to the Penta. There may be responsibility to the work, that's another story. But this loyalty, the way in which they see their business from the outside, you wouldn't want to hear their description because it gives such a distorted impression of what it's like on the inside with its basic stability.

Any business with an open 29, everyone working in the business is flirting with something else, because there's always something else to flirt with. There is always this possibility of finding something where one can feel committed. Nobody feels committed in this Penta. And you can't hold it together, which means that the information of the Penta is not strong.

When you don't have the 15th gate, when you don't have this absorbing power to pull on the auras of the members, this is a dysfunction. So it means that this is not an aura that is held together well at all. It can break apart at any moment. And there is no retention of the auric memory, what the 29 can take with it, this loyalty of the Penta that goes to the outside. Loyalty to the Penta isn't about thinking that your job and your fellow workers are great. Loyalty to the Penta is that there is a sense of purpose in your process, in your career process, in your working process. The moment you take away the 29 you take away that sense of purpose from the Penta and that's devastating.

But most of all, if there was a 33 you would have dysfunction, but you would have a different kind of dysfunction. That is, you would already have a paring down. I guarantee you that if Karl had come in with the 33, Ilse would have met this group when there were only three of them, but it didn't happen. Like all gaps, it takes on a disproportionate importance.

A Three-Person Business is Ideal to Work With

What I like most about this particular illustration is that I think it demonstrates to you what I have been cautioning you about in terms of the size of the Penta that you work with. Please don't think that it's limiting your potential, or your possibilities, truly it isn't. These partnerships that add a third person start every moment of every day in every entrepreneurial environment in the world, it's the basis of all things and it's how all things start. So, there is a huge environment for that.

But, I really need you to see how our approach to this kind of a Penta is that we are analyst and engineers, and we are actually here to do both. Now, most new representatives of BG5, when you go out and meet a situation like this, your tendency is just simply to put out the analysis, because you already know the risks involved in the engineering. You also know the risks involved in the sense that it's one thing to say to somebody you need to hire. It's another thing to say to somebody you need to fire. It's very different.

You Must Bring Functionality

I tell you that when you meet Pentas that are fours that have more than two gates that are dysfunctional, the chances of you easily being able to fill that is going to be very difficult. Remember, you're going to fail at your job if you don't bring functionality. This is something you have to see, this is the Holy Grail. No matter how you manage to fit it all together, if you bring the functionality it will function. And it will function according to the potential of what is there in that Penta. But you've got to get the functionality.

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The moment you make an agreement to do your job for a Penta that is a four, you have to understand that you cannot just say, "Ok, I'll do the analysis," and leave it. So, you have a different approach when you're dealing with a Penta like this. This is the approach where you go in the door and say, "Look, I don't want to go through a long analysis with you and charge you for the analysis because it's simply going to tell you that your business has real problems. Here is the situation; this is what I see. What I see is you close the doors or you restructure. Here's all the information, here's the basis of that opinion of mine, please think that over." If you step into a situation with a Penta like this, this is what they need to hear.

Be Like a Warrior Going into Battle

Not everybody can deliver that, I understand that. Not everybody will either enjoy or look forward to those situations. But if you're going to be a BG5 analyst and engineer, when you go into a business you have to go into the business the way a warrior goes into battle. There has to be a certain aloofness, a certain coolness in the way in which you approach your work. You have to see that you're dealing with human beings.

My encouragement to you to look to the three as the ideal for you is that it allows you to build without having to cut back. It gives you an opportunity to have a very, very positive process. So that is really something to see. If you're dealing with a three, the chances are that you are going to operate with a positive potential; there is no cutting back. But you get to a four, you're going to see right away, you will not be able to avoid it.

Mechanics Reveal the Truth

Then you get to see the mechanical truth. The mechanical truth reveals THE truth. It's just not necessarily experienced or seen that way. It's like our discussion about Herbert, how interesting when you think about it. But the fact is that when you look at this Penta you can see that Herbert is the only person that is replaceable. Herbert doesn't belong in there, in that sense. He's absolutely replaceable. Now, it's nice to have weighting, but you can only afford weighting if you have function. It's great that we have five activations of the 7th gate; terrific, thank you very much. But that doesn't help as long as we have dysfunction. The only way that you can restructure this business is that Herbert would have to go.

Think about the explanation of that, because they're going to say, "Well, Herbert is the only one that wants to say, and Herbert has done this and that, and Herbert was one of the founders." And Herbert might say that Herbert wants to stay, and all of that. But everybody else will know that it's true. And not within the context of the way they understand it. Mechanics reveal the truth: Herbert's replaceable, and opens up the opportunity to benefit the whole group. But someone has to be sacrificed.

Of course, with mechanics you can get very specific as we can in this particular case. Sometimes it's more complex than this. This is just very straight forward. No Herbert, you can build a great Penta. And it won't be the same business any more. You take the Herbert out; you put something else in. Now, not everybody can do that; please understand that. But if you approach this business correctly and you tell them the truth—here it is, here is the story, this is the way it works—and then just leave it with them. Lay out what's there to be laid out. Do the work of being a BG5 professional. You give the best possible mechanical advice. You give them that advice and you let them grind it through, and you wait and hear what decision they

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make. If the social interaction, or the commitments, or whatever, don't allow, in this case, Herbert to go they'll just dissolve the business.

[A question was written]. Yes, it is part of our work. Yes, of course, you can encourage Herbert he can be part of something else. I think that's part of the way in which we always have to deal with beings, is for them to understand that this is not about Herbert not being a good man, or good at his work. As you can see, it has nothing to do with that. I'm not basing it on what Herbert does, or what he is like, or any of that. I'm just looking at the mechanics and saying Herbert's replaceable.

That language is the kind of language that gave communism something to get angry about—how dare you, Herbert is a human being with a wife; Herbert does a good job, Herbert is a good man, Herbert is dedicated, and you look at graph and you say we don't need him. What do you mean we don't need him?

You have to see that part of it as well and integrate that into your consciousness. Be very aware of these things. It's so important to see that. And at the same time, yes, if you are in that situation where somebody has to go, if they're open enough and you can counsel them, obviously that would be something that would be excellent.

Tell the Truth

My deepest concern is that you don't not tell the truth. And I think that this is the very basis of what will bring us not a matter of success, just the integrity of what we represent—the integrity of BG5 and the fact that we're simply going to tell things mechanically the way they are. That takes some courage.

[Illustration]

I got carried away with that illustration and I never got to show you my pretty gap chart, so here's my pretty gap chart. Obviously, you can see where the gaps are: reliability, commitment, vision, implementation, public relations, accounting. When you see that whole collection of gaps that are there, it's so powerful. The most powerful is the opening in the 8/1. Here you have the whole thematic. So, there is just no presence. And without the presence there can never be any growth.

Engineering / The Power of Harmonies

But what I wanted to move to is to take a brief look again as a kind of just a taste of looking at things into the next semester to talk about engineering and to talk about what we're looking for in engineering. Again, understanding the power of the harmonies, it's so important to always remember because it's so tempting for us and easy for us to see these things as channels and to think of this as a body graph and to think of the lines that we're looking at here as being part of a hexagram structure. It really does not work that way.

The 13: Line 2, Harmony 5

The way in which everything is dualistic there is this binary that is at work within the auric configuration of the Penta where you have what we call lines in harmony to each other, that within the context of the Penta they're pretty much the same thing, they're just balanced differently depending on where the activation is. Let's take the example of if we look at the 13th gate and we see that the activation here is with the 2nd line. We know that the 2-5, the talent/reputation binary, the 2-5 is represented here. The accent is on the 2. So the accent is on the potential rather than on the marketing, but the marketing is there. If it was a 5, the accent would be on the 5, but the 2 would be there.

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If we're looking to create weighting here, we need to have function and function is going to be more important to us than anything else. If we happen to get a 2 or 5 we're not going to break down and weep because we're looking for function more than anything else. However, when it's a luxury, when you have three good candidates, for example, and they all have aspects you could take advantage of in the mix that you're looking for in the engineering, somebody that comes with the 33 you're not looking for a 5 as part of the mix. In other words, it's already built in to the harmony that's here in the 13. You're going to be much more interested in getting a 1 or a 3, or getting a 4 or a 6 so that you can have other aspects of it.

The 14: Lines 4, 5, 6 is Perfection

Here's the perfection of how they can keep on going without falling apart in terms of the financing. Because you can see here that you've got a 4, 5, 6; 4th line Personality in the 14, and then Design and Personality in the 5 and 6 lines here. So, what you're looking at in harmonies is that all the potentials are there. That's perfection. Think about that word because that's quite a word. That's perfection.

Obviously, there are differences. It would be different if you had the 1, 2, 3 for example, or any combination that would still lead to you having the three harmonies where there would be different accents. Obviously, the accent is on the 4, 5, 6—the networking, marketing and leadership—that's where it all is. But you can see what is secondary is determination, potential and detail, which says a lot about where the money goes. But it is perfection in the sense that all the potential weightings that you want, the harmonies that you want, are all there.

The 46: Lines 1 and 2

So, let's take the example that we're looking to cement the organization. Bringing in somebody with the 29 is going to bring very important continuity into the business, going to bring loyalty into the Penta. It's going to bring a real commitment within the Penta; they're going to be committed on the outside as well as on the inside, so it's an interesting possibility. You can see here if you look at the 46 activations there is a 1st line and a 6th line. That immediately tells you there is no 2nd line, no 5, no 2-5. So, the 2-5 harmony is missing. So, obviously, in this 29, if you have a 2 or 5, somebody with a 2nd line activation or a 5th line activation, again you would be reaching perfection in the way in which you bring functionality. All of these aspects are going to be there to one degree or another.

The Possibility to Fulfill Potential

The business of engineering is crossword puzzle work. It's very exciting because what you really want to bring to any organization is the possibility to fulfill its potential. So, when you're looking at any of these channeled fields that we have, like the 2/14, the moment that all the potential harmonies are there it means that mechanically the full potential of that configuration is achievable. This is the whole thing; this is what the Penta is looking for.

Obviously, you can see that there are a lot of differences between functional Pentas, because functional Pentas don't necessarily have perfection in all of the channel fields. It was always my fantasy to do General Motors, which needs it because they're on the verge of bankruptcy. But anyway, it was always my fantasy because you had 400,000 to 500,000 employees. You had an opportunity to be able to build perfect units; absolutely perfect units because you had what you could mix and match with in terms of the numbers necessary.

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Don't underestimate how much additional potential is given to the Penta when the harmonies are present. It's not so much that the Penta is harmed by harmonies that are not present, interestingly enough, that's something to think about, is that they benefit when all of the harmonies are present. After all, there is no nuance that takes us away from the basis of working with BG5 is that a gap is a gap and this is the only problem. So, filling in the gaps is going to bring functionality, and functionally brings just that. It brings the ability to manifest whatever the process is.

Levels of Functionality

But there are levels of functionality. There are Penta configurations that can be much more positive than others. Where there is often a dilemma is what you see here, for example, the 5/15 configuration, or the 13/33 for that matter. That is, you have this single activation there. So we've got a 4-1 harmony. For the 15, if you're really engineering and you already have the 1-4, the cultural reliability, you've got the networking and the detail. Then it's a matter of looking and seeing what is better here. Is it better to have the 2-5 or the 3-6, if you get the luxury to be able to mix and match?

You might get somebody that has, for example, the Nodes or something, better than that, some outer planets in which over the 88 degrees in the chart calculation they're still in the same gate, so you have a lot of duplication of the 15's. You could end up with a couple of 15's that would take care of two harmonies. That would be in some ways an ideal, if you could work that out. But what I'm really getting at is that you're going to have something missing. When you're in a situation like this one where you take Herbert out and you want to fill in the five gaps, you pray that you get the material work with. Quite frankly, you're going to be happy to take what you can. You'll be happy that the dual qualification, that is, the technical skill qualification for the job itself, and the Design qualification are there.

The chances are until we get to a point where we can work in very large organizations in building Penta groups which is the ideal way to organize any large enterprise, that in our work with building these Pentas we're not going to have the chance always to be able to get what is naturally there in this person's 2/14. Even in the 49/29 situation where you would think all we need is a 2 or a 5, and somebody has the 29, and somebody who also brings at least one other gap filled in and who has the skills to do the job, here are four people who have the skills to this job and there are five gaps.

Agreement of Terms Necessary

This leads us into one of the things we're going to have to deal with in our client relationship and in the way in which we work with clients when we are hired to restructure and engineer a business. We have to have time. We have to have the commitment of the business to a long-term trolling of the employment field to give us enough material to work with.

One of the things that you can't do with a business is surprise them or disappoint them. Surprise them in the sense that you don't want to have hidden things—hidden costs, hidden expenses, hidden this, hidden that. You don't want little things to come up and say, "Oh, I forgot to tell you that." In other words, it's very important that we have a uniform way in which we present our services.

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And that part of the presentation of those services is that given when we get to a point we are hired for the restructuring and engineering of a business that there are certain terms that are agreed to. In other words, the commitment of the business to advertise for employees, to go so over longer period of times then normally would be done. In other words, certain things will have to be established in order for you to be able to have the best material possible. It's going to be important criteria.

Important to See What is Missing

So, I'm not so concerned in the beginning about your ability to be able to the engineer to the perfection of each channel field. But it's important for you to see. It's important for you to see what is missing so that when you do have those opportunities to be able to make that selection—you have two people that have the 29, the line value that they bring, here is where it's interesting. Let's say they both bring the same line. Then the difference is how good they are at the job they're trying to get. But if they're both just as good at trying to get the job or one of them is slightly not as good, but happens to be the one that has the aspect that will bring the perfection to the functionality of the channel, that's the one that should be hired. It's just the oddity of the way in which we operate. We're not doing things in a way in which they have been done.

The real dilemma is when you come in and you don't have anything to work with. In other words, the 8/1 where there's nothing there, so you don't have an established frequency that is a potential in the field. You have that in the 46 and the 13, and so forth and so on. But you don't have that in the 8/1. And obviously, every business needs to have its ability to be able to put itself out in order to grow. This is your presence on the planet. This is where you get your deepest recognition.

So, it will depend on the nature of the business. In other words, these kinds of consulting businesses very much need very strong networking, needs strong marketing aspects, as an example; they need the networking, they need to build the clients. The marketing can be very powerful if they have a good reputation. You're looking at a 5.4, which is you're looking at a 2-1, so you're looking at those kinds of combinations, as an example, that you'd be looking for. It wouldn't mean necessarily that if you've got a 6-3 it's going to be terrible. You have somebody with a 6 or a 3.

Again, filling both gates is going to give you a potential for a number of harmonies. It's only after you've worked with a business, engineered it, seen the harmonies in the channels and then dealt with the business over a period of time that you're really going to understand how much these harmonies impact the way in which the Penta as a whole operates.

The Perfection of a Penta

In other words, it seems to me, like genetic engineering, that the promise of the Penta is that it can be perfectly engineered. That seems clear to me. For example, the perfection of a Penta, you have five Generators who are working on a construction crew who work together. And you've got those five Generators and you've got a completely functional Penta and you have perfection in each of the fields. And you're going to have a crew that is a team that works brilliantly together that is deeply bonded, gets the best work, and gets paid well. They can work overtime easier than anyone else, and so forth and so on.

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In other words, there is built into what Penta is and what we are studying the potential to engineer for perfection. Harmonies are not something that are going to be the dominate theme for us in working just with small business Pentas. But they're the beginning of the knowledge necessary for working with very large groups, and also necessary for you in building your businesses. Because again, one part of our presentation to any business is that we are here to help them engineer their growth. We're not just here to heal their illness. Once that is dealt with we're here to help them engineer their growth. We're here to help them expand and go beyond one Penta to two, to three, to an OC16, and so forth and so on.

OC16

Understanding about harmonies is very important when you begin to adjust an OC16. When you're looking at an OC16, what you're looking at is an alpha with three Pentas. And all of those Pentas are working in related fields to each other. Obviously, they're all working within one business, or we can call it one department, but I prefer to look at it as a business.

There is a certain mixing and matching that you can do. There are certain adjustments that you can do with working teams. As you become more and more familiar with harmonies, you can begin to see where you can make adjustments to the way in which a team is made up by doing what teams do in sport every once in a while. They do a trade. They trade this athlete for another one.

So much of OC16 engineering in terms of Penta engineering is related to trading—moving this piece over here and that piece over there because it works better. Obviously, this is something that has to be based on another level that has nothing to do with functionality because all those Pentas have to be built to functionality. But it's built on the harmonies and ultimately it's built on the combinations harmonies and the weighting. Eventually, if one wanted to get very deep and very technical then one could get down into the values in these lines as they operate through each and every one of these units. But that doesn't really make any difference to us.

What we're looking at in engineering is that we are going to have the simple side of it, other than having to be in a situation like this where somebody has to go. The simple side of it is that we're simply engineering for a gap. But I don't want you to do that blindly, which is why we're going to spend a lot of time looking at and understanding not just engineering, but each and every one of these lines as they're expressed in a Penta rather than the way in which they're expressed in a body graph.

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